

Verpflichtungskredit für die Internationale Migrationszusammenarbeit und Rückkehr (VK IMR)

Projekte, die derzeit vom Staatssekretariat für Migration SEM finanziert werden

Etat : 01.05.24

Titel	Beschreibung	Land	Partner	Dauer	Gesamtkosten
Mittlerer Osten					
Supporting the Development of Return Counselling Capacities in Turkey - Phase II (RECONNECT)	Ziel des Projekts ist es, den Aufbau und die Umsetzung eines nachhaltigen Systems der freiwilligen Rückkehr in der Türkei (Assisted Voluntary Return, AVR) zu unterstützen. Um dies zu erreichen, soll die Zusammenarbeit zwischen den relevanten Akteuren auf nationaler Ebene gefördert werden. Konkret soll der Zugang zu einem Netzwerk professioneller Rückkehrberater gewährleistet werden, die irregulären Migranten dabei helfen, eine informierte Entscheidung über ihre freiwillige Rückkehr zu treffen.	Türkei	International Centre for Migration Policy Development (ICMPD)	2023 - 2025	Fr. 760'000
Enforcing Capacities for Application of Alternative Measures to Detention in Türkiye (ENACT)	Verstärkung der Bemühungen der PMM (Präsidium für Migrationsmanagement) bei der effektiven, harmonisierten und rechtsbasierten Umsetzung der in den Rechtsvorschriften vorgesehenen alternativen Maßnahmen zur Inhaftierung (ATD) durch den Ausbau der operativen und technischen Kapazitäten und die Verbesserung der Zusammenarbeit und Koordination zwischen den Institutionen sowie durch die Sensibilisierung von Migranten und relevanten Interessengruppen für das ATD-System in der Türkei.	Türkei	International Centre for Migration Policy Development (ICMPD)	2023 - 2025	Fr. 558'481
Legal protection of Syrian/non-Syrian refugees and vulnerable Jordanians and capacity strengthening of national legal aid partners - Phase V	Das Ziel der vierten Phase der Unterstützung des SEM für das Projekt "ICLA Jordanien" besteht weiterhin darin, den Zugang zum Rechtssystem zu gewährleisten und die rechtliche Selbstbestimmung von syrischen und nicht-syrischen Flüchtlingen sowie der gefährdeten jordanischen Bevölkerung zu fördern. Das Projekt umfasst auch den Aufbau von Kapazitäten bei lokalen Akteuren im Bereich der Rechtshilfe.	Jordanien	Norwegian Refugee Council (NRC)	2023 - 2025	Fr. 612'900
Promoting Legal Protection for Refugees from Syria in Lebanon through NRC's ICLA Programme	Ziel des Projekts ist es, den Rechtsschutz für syrische Flüchtlinge im Libanon durch juristische Dienstleistungen zu erhöhen. Konkret soll der Zugang zu zivilen Dokumenten, zum legalen Aufenthalt, zum Arbeitsmarkt und zu Wohnmöglichkeiten verbessert werden. Das Projekt bietet syrischen Flüchtlingen im Beqaa-Tal und im Südlibanon Informationen zur Registrierung, zum Erhalt von Zivilstandsdokumenten, zu einem legalen Aufenthalt, zur Beantragung einer Arbeitserlaubnis und beantwortet Fragen zu Eigentumsrechten. Darüber hinaus bieten ausgebildete Rechtsexperten syrischen Flüchtlingen Rechtsberatung und -vertretung zu den genannten Themen an. Eine zusätzliche Komponente des Projekts ist die Beratung von Flüchtlingen, die in ihr Heimatland zurückkehren möchten.	Libanon	Norwegian Refugee Council (NRC)	2022 - 2023	Fr. 700'000
Whole of Government Approach to Migration Management in Iraq	Stärkung des umfassenden Governance-Ansatzes für die Migrationssteuerung im Irak durch die Einrichtung einer interministeriellen Lenkungsgruppe, die aus 20 hochrangigen Beamten der zuständigen Ministerien besteht. Diese Gruppe soll die Koordination der verschiedenen Aufgaben im Migrationsbereich übernehmen. und so die Umsetzung der irakischen Migrationsstrategie sicherstellen.	Irak	International Centre for Migration Policy Development (ICMPD)	2022 - 2024	Fr. 456'000
Contribution of the Swiss State Secretariat for Migration (SEM) to the programme “Centers for Migration and Development” (ZME) in Iraq	Aufbau von Kapazitäten bei zivilgesellschaftlichen Organisationen im Zentralirak, die sich zur Unterstützung von Rückkehrern verpflichten. Unterstützung von Rückkehrern und gefährdeten Mitgliedern der lokalen Bevölkerung durch Berufsausbildung, Beschäftigungsmöglichkeiten und familienunterstützende Maßnahmen.	Irak	GIZ	2024 - 2026	Fr. 1'178'000
Access to Civil Documentation and Work Rights for Syrian Refugees in Dohuk	Ziel des Projekts ist es, die Lebensbedingungen von schutzbedürftigen Personen aus der syrischen Flüchtlingsgemeinschaft in Dohuk (Nordirak) nachhaltig zu verbessern, indem ihnen Zugang zu fehlenden zivilrechtlichen Dokumenten verschafft und ihre arbeitsrechtliche Situation verbessert wird. Ziel ist es, ihr Wissen über ihre Rechte zu verbessern und ihnen rechtliche und administrative Unterstützung bei der Durchsetzung dieser Rechte zu bieten.	Irak	Norwegian Refugee Council (NRC)	2022 - 2023	Fr. 400'000

Gesamtkosten Mittlerer Osten	Fr. 4'665'381
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Verpflichtungskredit für die internationale Migrationszusammenarbeit und Rückkehr (IMR-Kredit)

Laufende Projekte, die über den IMR-Kredit des Staatssekretariats für Migration SEM unterstützt werden

Stand: 16.08.23

Titel	Beschrieb	Land	Partner	Laufzeit	Gesamtkosten
Mittlerer Osten					
Supporting the Development of Return Counselling Capacities in Turkey	Das Projekt hat zum Ziel, die Etablierung und Umsetzung eines nachhaltigen freiwilligen Rückkehrsystems in der Türkei zu unterstützen (Assisted Voluntary Return, AVR). Dabei soll die Zusammenarbeit zwischen den relevanten nationalen Akteuren gefördert werden. Konkret geht es darum, den Zugang zu einem Netzwerk professioneller Rückkehrberater (die im Rahmen des Projekts ausgebildet werden) sicherzustellen, welches irreguläre Migrantinnen und Migranten dabei unterstützt, eine informierte Entscheidung über die freiwillige Rückkehr zu treffen.	Türkiye	International Centre for Migration Policy Development (ICMPD)	2021 - 2023	Fr. 839'675
Provision of Integrated Sevices and Promotion of Social Cohesion trough a Migrant Coordination and Harmonization Centre in Adana	Das SEM unterstützt seit 2017 eine Dienstleistungszentrum für Flüchtlinge und Migranten in Adana. Die zweite Projektphase soll die Stadtverwaltung von Adana weiterhin bei der Unterstützung eines nachhaltigen Modells für integrierte Dienstleistungen für Flüchtlinge, Migranten sowie vulnerable Personen der einheimischen Bevölkerung unterstützen. Das Projekt spielt eine wichtige Rolle bei der Integration – ein Thema, das für die Stadtverwaltung Adanas von hoher Bedeutung ist, um zukünftige Spannungen vorzubeugen und soziale Probleme zu lindern.	Türkiye	Internationale Organisation für Migration (IOM)	2020 - 2022	Fr. 900'000
Monitoring and Assessing Population Movements in Turkey through the Migrant Presence Monitoring Programme (Phase III)	Dieses Projekt zielt darauf ab, Daten zu Migrationsbewegungen innerhalb der Türkei zu erheben, damit die türkischen Migrationsbehörden über die Entwicklungen informiert sind und Migrantinnen und Migranten gezielt unterstützen können.	Türkiye	Internationale Organisation für Migration (IOM)	2021 - 2023	Fr. 404'000
Assessment of the Contribution to the Turkish Economy by Syrians under Temporary Protection (ECOIMPACT)	Das Projekt hat zum Ziel, durch eine umfassende sozio-wirtschaftliche Analyse in Erfahrung zu bringen, inwieweit sich syrische Flüchtlinge in die türkische Wirtschaft integriert haben. Die daraus gewonnenen Erkenntnisse sollen die zuständigen Behörden mit relevanten Informationen versorgen, damit die Integrationsmassnahmen für syrische Flüchtlinge angepasst bzw. verbessert werden können.	Türkiye	International Centre for Migration Policy Development (ICMPD)	2022 - 2023	Fr. 228'000
Protection of Syrian / non-Syrian refugees and vulnerable Jordanians in partnership between NRC ICLA Programme and local legal aid organisations, Phase IV	Ziel der vierten Phase der SEM-Unterstützung am Projekt " ICLA Jordanien" ist weiterhin die Gewährleistung des Zugangs zum Justizsystem und die Förderung des legal empowerments von syrischen und nicht syrischen Flüchtlingen, sowie der vulnerablen jordanischen Bevölkerung. Beim Projekt geht es auch um den Kapazitätsaufbau von lokalen Rechtshilfeakteuren.	Jordanien	Norwegian Refugee Council (NRC)	2021 - 2023	Fr. 627'000
Swiss Support to Integrated Border Management in Lebanon, Phase III	Das Projekt baut auf den Erfahrungen und Ergebnissen der vorhergehenden Phasen (seit 2016) auf und bezweckt den Kapazitätsaufbau der libanesischen Sicherheitsbehörden (Lebanese Armed Forces LAF und General Security GS) im Bereich der Grenzverwaltung und des rechtsbasierenden Schutzes sowie deren Sensibilisierung für das Konzept der Geschlechtergleichstellung und die Einführung von geschlechtergerechten Grenzverwaltungssystemen und -verfahren. Spezifische Unterziele: 1) Ausbau der Ausbildungskapazitäten des Instituts für Unteroffiziere der LAF in den Bereichen Menschenrechte, Migration, Gleichstellung der Geschlechter und ähnlichen Themen; 2) Ausbau der Kapazitäten der Militärakademie der LAF in den Bereichen Geschlechterintegration und «Frauen, Frieden und Sicherheit» 3) Stärkung der Kapazitäten der GS zur Anwendung eines partizipatorischen Ansatzes bei der Grenz- und Migrationsverwaltung und zur Förderung des sozialen Zusammenhalts auf Gemeinschaftsebene.	Libanon	International Centre for Migration Policy Development (ICMPD)	2021 - 2023	Fr. 735'000

Promoting Legal Protection for Refugees from Syria in Lebanon through NRC's ICLA Programme	Das Ziel des Projekts besteht darin, den Rechtsschutz für Flüchtlinge aus Syrien im Libanon durch Rechtsdienstleistungen zu erhöhen. Konkret soll der Zugang zu zivilen Dokumenten, zum rechtlichen Aufenthalt, zum Arbeitsmarkt und zu Wohnmöglichkeiten verbessert werden. Das Projekt versorgt syrische Flüchtlinge im Beqaa Valley und Südlibanon mit Informationen zur Registrierung, zur Einholung von Zivilstandsdokumenten, zur Erlangung legalen Aufenthalts, zur Beantragung von Arbeitsbewilligungen und beantwortet Fragen zu Besitzrechtsansprüchen. Des Weiteren bieten ausgebildete Rechtsexperten Beratungen und Rechtsvertretungen für syrische Flüchtlinge zu den erwähnten Themen an. Als zusätzliche Komponente werden im Rahmen des Projekts Flüchtlinge beraten, welche in ihr Heimatland zurückkehren möchten.	Libanon	Norwegian Refugee Council (NRC)	2022 - 2023	Fr. 700'000
Whole of Government Approach to Migration Management in Iraq	Stärkung des Gesamtregierungsansatzes im irakischen Migrationsmanagement durch die Bildung einer interministeriellen Steuerungsgruppe aus 20 hochrangigen Beamten relevanter Ministerien. Diese Gruppe soll die Koordination einzelner Aufgaben im Migrationsbereich verbessern und somit die Implementierung der irakischen Migrationsstrategie sicherstellen.	Irak	International Centre for Migration Policy Development (ICMPD)	2022 - 2024	Fr. 500'000
Access to Civil Documentation and Work Rights for Syrian Refugees in Dohuk	Das Projekt hat zum Ziel, die Lebensumstände vulnerabler Personen der syrischen Flüchtlingsgemeinschaft in Dohuk (Nordirak) nachhaltig zu verbessern, indem ihnen Zugang zu fehlenden zivilrechtlichen Dokumenten verschafft und ihre arbeitsrechtliche Situation verbessert wird. Als Mittel dazu dienen Wissensaufbau in Bezug auf die eigenen Rechte sowie rechtliche und administrative Unterstützung, diese auch einzufordern.	Irak	Norwegian Refugee Council (NRC)	2022 - 2023	Fr. 400'000
Total Mittlerer Osten	Fr. 5'333'675				
Afrika (mehrere Regionen)					
EU-Nothilfe-Treuhandfonds für Afrika (EUTF)	Der EUTF ist ein Instrument zur Umsetzung des Aktionsplans von Valletta. Er möchte die Ursachen der Migration in Afrika bekämpfen, indem Projekte in den Bereichen berufliche und gesellschaftliche Entwicklung, Resilienz der Gemeinschaften, Konflikttransformation und Migrationssteuerung finanziert werden. Der EUTF ist mit 4,3 Milliarden Euro ausgestattet. Die Schweiz kann sich mit ihrem Beitrag aktiv an der Auswahl der finanzierten Projekte beteiligen.	Nordafrika, Sahel/Tschadsee, Horn von Afrika	Europäische Kommission	2015 - 2022	Fr. 5'000'000
Total Afrika (mehrere Regionen)	Fr. 5'000'000				
Nordafrika					
Assisted Voluntary Return und Reintegration	Das Projekt unterstützt 100 in Algerien gestrandete Migrant:innen aus Niger und Mali bei der freiwilligen Rückkehr und Reintegration in ihre Heimatstaaten.	Algerien	IOM	2022 - 2023	Fr. 380'000
Ausbildung Wirtschafts- und Cyberkriminalität	Zehn Staatsanwälte und Richter des algerischen Justizministeriums werden während zwei Wochen am ILCE in Neuenburg zu den Themen Wirtschafts- und Cyberkriminalität sowie zu Rechtshilfeverfahren ausgebildet. Dies soll auch die juristische Zusammenarbeit zwischen der Schweiz und Algerien stärken.	Algerien	ILCE (Institut de Lutte contre la Criminalité Economique)	2023	Fr. 91'170
Grundlegende Dienstleistungen und wirtschaftliche Integrationsangebote für Asylsuchende und Flüchtlinge in Tunesien	Durch verbesserten Zugang zu grundlegenden Dienstleistungen und wirtschaftlichen Integrationsmöglichkeiten stärkt dieses Projekt die Kapazitäten zur Aufnahme von Asylsuchenden und Flüchtlingen in Tunesien. Dabei werden durch die Bereitstellung von temporären Unterkünften für besonders vulnerable Personen die Aufnahmebedingungen verbessert. Weiter werden grundlegende Hilfsgüter (u. a. Hygienesets, Matratzen und Kochutensilien) und Bargeldhilfe für Nahrungsmittel abgegeben. Zudem wird der Aufbau von Existenzgrundlagen vorangetrieben (Arbeitsvermittlung, Berufsausbildung, Gründung von Mikrounternehmen). Schliesslich werden die Kapazitäten der lokalen Behörden beim Thema Flüchtlingsschutz gestärkt.	Tunesien	UNHCR	2021 - 2023	Fr. 380'000
Kinder und Jugendliche auf den westlichen Migrationsrouten (EJMR)	Das Projekt Westliche Migrationsrouten ist ein regionales Projekt mit dem Ziel, einen besseren Schutz für Kinder und Jugendliche auf den Migrationsrouten in West- und Nordafrika zum Mittelmeer zu gewährleisten. Das Projekt wird in Tunesien, Marokko, Niger, Mali und Guinea-Conakry umgesetzt. Das Projekt wird von der DEZA in Zusammenarbeit mit dem SEM finanziert, das speziell zur Unterstützung der Rückkehr und Reintegration von unbegleiteten Minderjährigen in ihren Herkunftsländern beiträgt.	Tunesien	Helvetas (Terre des Hommes und GIZ)	2022 - 2025	Fr. 600'000
Vocational Education and Training in the Hospitality Sector for Tunisia Classes 2022/2023	Im Rahmen dieses Projekts wird eine Gruppe von 10 Studenten während eines siebenmonatigen Aufenthalts im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Gastgewerbe profitieren können. Nach Ablauf der 7-monatigen Ausbildung werden die 10 Studenten in ihr Heimatland zurückkehren, um dort ein 5-monatiges Praktikum zu machen, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Studenten das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Studenten die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Tunesien	Rainbow Unlimited	2022 - 2023	Fr. 162'000

Stärkung der Migrationsgouvernanz (ICMPD LIBMITAF)	Dieses Projekt sieht Aktivitäten in vier Bereichen vor, um zu einer auf Rechten basierenden Migrationsgouvernanz in Libyen beizutragen: Stärkung des gesetzlichen Rahmens zur Migration; aktive Teilnahme libyscher Delegationen an internationalen und regionalen Migrationsdialogen; bessere Einbindung der im Ausland lebenden Libyer:innen; Stärkung der Arbeit und der Rolle der zivilgesellschaftlichen Organisationen im Migrationsbereich in Libyen.	Libyen	ICMPD	2021 - 2023	Fr. 367'500
On-Scene Coordinator and Migration Policy Course (in Malta) 2022	Zweiwöchiger Ausbildungskurs in der Seenotrettung für Küstenwächter von Mittelmeeraanrainerstaaten bei den maltesischen Streitkräften. Eingeladen werden Marokko, Algerien, Tunesien, Libyen, Ägypten und Libanon. Der diesjährige Kurs zum Einsatzkoordinator behandelt operative und rechtliche Aspekte zur Planung und zur Einhaltung internationaler Normen und Standards bei Rettungsaktionen. Koordiniert wird das Programm von der Mediterranean Academy of Diplomatic Studies (MEDAC) in Malta, welche zusätzlich ein Modul zur Migrationspolitik anbietet (in Zusammenarbeit mit dem UNHCR).	Regional	Mediterranean Academy of Diplomatic Studies (MEDAC)	Jedes Jahr	Fr. 69'475
PERSPECTIVES pour les jeunes tunisiens qualifiés et contribution de la diaspora en Tunisie	Das von Swisscontact durchgeführte Projekt PERSPECTIVES soll die zirkuläre Migrationserfahrung im Rahmen des bestehenden Stagiairesabkommens zwischen der Schweiz und Tunesien fördern und das Engagement der Diaspora gezielt unterstützen. Dies geschieht über drei Achsen: Unterstützung Diaspora, Ankurbelung Stagiersabkommen und Beitrag zur Nationalen Migrationsstrategie.	Tunesien	Swisscontact	2022 - 2026	Fr. 4'125'000
Assistance Technique au Gouvernement Tunisien pour Améliorer la Gestion de la Migration par l'Appui en Équipement et en Infrastructure: Phase 2	Das übergeordnete Ziel des Projekts ist es, Tunesiens Migrations- und Grenzverwaltung zu verbessern. Dies erfolgt über die Stärkung der Kapazitäten des Innenministeriums im Bereich der Dokumentenprüfung und der Such- und Rettungsaktionen betreffen in Seenot geratene Migrant:innen. In der jetzigen zweiten Phase wird technische Unterstützung geleistet, um die während der ersten Phase ermittelten Bedürfnisse durch den Aufbau von materiellen Kapazitäten und Schulungen zu erfüllen.	Tunesien	IOM	2022 - 2025	Fr. 665'000
Kostenbeteiligung SEM ans Schweizerische Kooperationsbüro 2022	Ziel dieser Kostenbeteiligung ist es, die Arbeit des Schweizer Kooperationsbüros in Tunesien im Rahmen der seit 2012 bestehenden bilateralen Migrationspartnerschaft mit diesem Staat zu unterstützen. Seit Sommer 2018 begleitet ein Migrationsdelegierter das Engagement des SEM in Tunesien. Er wird dabei von der CH-Botschaft und dem Kooperationsbüro unterstützt. Diesem Umstand soll mit der vorliegenden Kostenbeteiligung Rechnung getragen werden, die – in unterschiedlicher Höhe – bereits seit 2013 jährlich gewährt wird.	Tunesien	DEZA	Jedes Jahr	Fr. 50'000
Strengthening and Promoting Consular Support for Stranded Migrants in Libya	Das übergeordnete Ziel des Projekts ist die Erleichterung der freiwilligen Rückkehr von in Libyen gestrandeten Migrant*innen durch verbesserten Zugang zu konsularischer Unterstützung durch ihre Herkunftsstaaten (Burkina Faso, Côte d'Ivoire, Gambia und Somalia). Im Vordergrund steht die Verbesserung der technischen und organisatorischen Kapazitäten der Konsulate und Zentralbehörden dieser Staaten für die Durchführung von Identitätsabklärungen und für die Ausstellung von Ersatzreisepapieren. Ferner wird in diesen Behörden das Bewusstsein für die Bedeutung von konsularischen Dienstleistungen für den Schutz ihrer Landsleute gestärkt und die diesbezügliche Koordination auf nationaler (innerhalb ihrer	Libyen	IOM	2021 - 2023	Fr. 380'000
Enhancing African capacities for Combating Human Trafficking and Smuggling of Migrants	Das Projekt zielt darauf ab, die Kapazitäten von afrikanischen Behörden in der Bekämpfung von Menschen Schmuggel und Menschenhandel aufzubauen und zu stärken. Als Ergebnis ist zu erwarten, dass 135 Beamte aus unterschiedlichen afrikanischen Ländern an neun Workshops und Trainings des CCCPA teilnehmen. Dies soll bei den Teilnehmenden zu einem Wissenszuwachs führen, den sie in ihre jeweiligen Institutionen übertragen können. Insbesondere durch die geplanten «Training of Trainers» soll Wissen in die Institutionen der teilnehmenden Staaten vermittelt werden. Somit werden Kapazitäten im Bereich Menschenhandel und Menschen Schmuggel in den teilnehmenden Staaten gestärkt, damit Einzelpersonen und Gemeinschaften weniger der Ausbeutung durch kriminelle Netzwerke im Bereich Menschenhandel und Menschen Schmuggel ausgesetzt sind.	Ägypten	UNDP (implementing partner: Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding, CCCPA)	2021 - 2023	Fr. 350'000
Total Nordafrika	Fr. 7'620'145				
Westafrika					
Unterstützung mit Logistikmaterial	Die Behörden von Guinea erhalten regelmässig technische Unterstützung für die Migrationsinfrastruktur (Walkie-Talkie, Computer, Sicherheitswesten, Uniformen, Drucker usw.).	Guinea	Ministerium für Sicherheit und Zivilschutz von Guinea	Jedes Jahr	Fr. 70'000

Ausbildung für Diplomaten aus Guinea	Das Genfer Zentrum für Sicherheitspolitik bietet einen Kurs zu den staatlichen Strukturen an, der den Schwerpunkt auf die Migration legt. Zehn Diplomaten aus Guinea nehmen daran teil. Sie haben zudem die Möglichkeit, die Institutionen des Bundes zu besuchen	Guinea	Geneva Centre for Security Policy (GCSP)	Alle zwei Jahre. Wurde 2014, 2016 und 2018 durchgeführt. Die nächste Ausbildung wird 2024 stattfinden	Fr. 80'000
Migration course	Das Projekt unterstützt das Kofi Annan International Peacekeeping Training Centre in der Ausarbeitung eines Migrationskurses sowie bei der dreimaligen Durchführung des zweiwöchigen Kurses in Accra. Teilnehmen können Vertreter und Vertreterinnen von Regierungen, Organisationen und Akademia aus der ganzen Region. Dabei soll der Fokus auf die regionalen Herausforderungen und Chancen im Migrationsbereich gelegt werden.	Ghana	KAIPTC	2022 - 2025	Fr. 439'061
Projet de gestion des frontières en Côte d'Ivoire	Das Projekt ermöglicht es, Grenzübergänge und gemischte Polizeistationen mit Ausrüstung zur Bekämpfung von Dokumentenbetrug auszustatten und das Personal in der Identifizierung von Reisedokumenten und der Bekämpfung von Dokumentenbetrug zu schulen, um gefälschte Dokumente und andere Betrugsfälle leichter zu erkennen.	Côte d'Ivoire	ICMPD	2023 - 2024	Fr. 830'200
Vocational Education and Training in the Hospitality Sector for Gambia Classes	Dieses Projekt ermöglicht es 10 Studierenden durch einen 7-monatigen Aufenthalt im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Hotel- und Gastgewerbe zu profitieren. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studierenden in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu absolvieren, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Schüler das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Schüler die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Gambia	Rainbow Unlimited	2022 - 2023	Fr. 155'550
Assisted Voluntary Return and Reintegration Capacity Building for the Government of the Gambia	Durch die Projektaktivitäten sollen in den Rückkehr- und Reintegrationsbereich involvierte gambische Behördenvertretende in ihren technischen Fähigkeiten und ihrem Fachwissen gestärkt werden. Der Kapazitätsaufbau soll durch fachliche Ausbildungen, Coaching und Mentoring durch IOM Gambia sowie einen Wissensaustausch im Rahmen eines Studienbesuchs in die Schweiz wie auch nach Nigeria erfolgen.	Gambia	IOM	2022 - 2023	Fr. 292'108
Training Programme at the Technical Training Center (Nestlé III)	Die Schweiz unterstützt die Ausbildung junger nigerianischer Polymechaniker im Technischen Ausbildungszentrum von Nestlé in Nigeria, um ihnen eine Perspektive für die Zukunft zu geben. Alle 18 Monate werden an zwei Standorten je 20 Studenten als Polymechaniker aufgenommen und ausgebildet. Die 2 x 5 besten Studenten in jeder Gruppe haben die Möglichkeit, ein 12-wöchiges Praktikum bei Nestlé in der Schweiz zu absolvieren. Das Projekt unterstützt drei Studiengänge.	Nigeria	Nestlé	2022 - 2026	Fr. 304'047
Facilitating sustainable reintegration of voluntary returnees through business support in Nigeria (Phase IV)	Verstärkte Unterstützung für die Gründung und Verwaltung von Kleinstunternehmen für Rückkehrer durch praktische Ausbildung, Zugang zu Mikrokrediten und Erfahrungsaustausch.	Nigeria	IOM	2021 - 2023	Fr. 359'891
Promoting Resilience and Sustainable Livelihoods for Returned Migrants and Unemployed Youth through Community-based Reintegration (Wood Factory)	Das Projekt hat zum Ziel, ein Berufsbildungszentrum im Bereich Holzverarbeitung einzurichten und zurückkehrende Migrantinnen und Migranten in ihren Reintegrationsbemühungen zu unterstützen. Des Weiteren werden durch das Projekt Lebensgrundlagen für die Lokalbevölkerung in Edo State geschaffen, da auch arbeitslose Jugendliche aus der Region an den Projektaktivitäten teilnehmen können.	Nigeria	IOM	2021 - 2023	Fr. 392'500
Vocational Education and Training in the Hospitality Sector for Nigeria Classes	Dieses Projekt ermöglicht es 10 Studierenden durch einen 7-monatigen Aufenthalt im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Hotel- und Gastgewerbe zu profitieren. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studierenden in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu absolvieren, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Schüler das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Schüler die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Nigeria	Rainbow Unlimited	2023 - 2024	Fr. 168'500

Enhancing Land Border Management Information Systems in Nigeria - Seme Border	Dieses Projekt hat zum Ziel, die Grenzkontrollen an der nigerianischen Grenze in Seme zu Benin durch die Einführung des nationalen, digitalen Grenzverwaltungssystems zu verbessern und dadurch zur sicheren und geordneten Migration beizutragen. Durch digitale, effizientere und zusätzlich mobile Grenzkontrollen soll der Nigerian Immigration Service NIS zur Bekämpfung der grenzüberschreitenden Kriminalität beitragen und das Migrationsmanagement verbessert werden. Das Projekt dient dem weiteren Ausbau der nigerianischen, digitalen Grenzverwaltung und baut auf ähnlichen Vorgängerprojekten auf.	Nigeria	IOM	2022 - 2023	Fr. 353'500
Beschaffung Dokumentenprüfgeräte 2. Kontrolllinie und Ausbildung	Die fünf Internationalen Flughäfen sowie das Hauptquartier der Nigerianischen Grenzbehörden (Nigerian Immigration Service) werden mit insgesamt sechs Dokumentenprüfgeräten der 2. Kontrolllinie ausgestattet. Gleichzeitig werden 12 Mitarbeitende des NIS in einem zehntätigen Kurs im IOM Ausbildungszentrum in Tansania im Modus "Train the trainer" in der Handhabung und Wartung der Geräte sowie in der Prüfung von gefälschten Dokumenten geschult.	Nigeria	IOM	2022 - 2023	Fr. 198'000
Bühler Nigeria Traineeship and Internship Program	Das Projekt unterstützt den Lebensmittelverarbeitungskonzern Bühler dabei Hochschulabsolventen eine zweijährige Lehre anzubieten mit praktischer Ausbildung im Betrieb und theoretischer Ausbildungskursen, teils im Ausland, inkl. in der Schweiz. Insgesamt können so 21 Personen in den Bereichen Service-Ingenieur und Kaufmännische Angestellte ausgebildet werden. Gleichzeitig bietet Bühler während der Projektdauer 27 HochschulabsolventInnen ein sechsmonatiges technisches Praktikum an.	Nigeria	Bühler Nigeria	2023 - 2025	Fr. 125'400
Total Westafrika	Fr. 3'768'757				
Ostafrika					
East African Migration Route Projekt	Ziel des WOGA-Projektes ist, dass Staaten entlang der ostafrikanischen Migrationsroute über Richtlinien und organisatorische Kapazitäten verfügen, um den Schutz und die Unabhängigkeit von Kindern und Jugendlichen, welche von Migration betroffen sind, zu gewährleisten. Die Aktivitäten fokussieren in einer ersten Phase auf Ägypten, Äthiopien und Sudan und werden später regional ausgedehnt. Das SEM engagiert sich innerhalb des Projekts auf die Bekämpfung von Menschenhandel und die Unterstützung von Opfern von Menschenhandel.	Regional (Ägypten, Äthiopien, Sudan)	Save the Children	2021 - 2023	Fr. 728'306
Improved Migration Governance for safe, orderly and regular Migration	Das WOGA Projekt (DEZA, SEM, AMS) verfolgt folgende Ziele: 1. Stärkung der nationalen und regionalen Steuerung und Kapazitäten im Bereich Migration, 2. Verstärkte Kooperation der Süd-Süd Mobilität, 3. Verbesserte Prävention von und Reaktion auf Zwangsvertreibung aufgrund von Klimaveränderungen und -katastrophen. Gesamtbudget: 2.4 Mio. USD, Beitrag SEM 600'000 USD.	IGAD-Mitgliedstaaten (Djibouti, Äthiopien, Kenia, Somalia, Südsudan, Sudan und Uganda)	IGAD	2018 - 2023	Fr. 600'000
Community-Based Development Solutions for Migrants and Host Communities	Das Projekt will Ungleichheiten sowie individuelle und kollektive Vulnerabilitäten von Flüchtlingen und Aufnahmegemeinschaften verringern. Dazu werden Ungleichheiten durch einen verbesserten Zugang zu Grundversorgung und Ernährungssicherheit sowie durch die Stärkung der Erwerbsfähigkeit abgebaut (Outcome 1) und die Widerstandsfähigkeit der Gemeinschaften durch Förderung des sozialen Zusammenhalts und Erhöhung der Aufnahmekapazität gestärkt (Outcome 2).	Sudan	UNDP	2021 - 2023	Fr. 404'000
Promoting Integration among Eritrean and Ethiopian Migrant and Refugee Women and Girls in Sudan	Das Hauptziel des Projekts ist die Verbesserung der Integration von äthiopischen und eritreischen Migrantinnen sowie Flüchtlingsfrauen und -mädchen im Sudan. Das Projekt verbessert den Zugang zu Schutz sowie die wirtschaftlichen und existenzsichernden Möglichkeiten.	Sudan	SIHA	2021 - 2023	Fr. 218'463
Enhancing Ethiopia's migration data collection and management capacity through the installation of the Migration Information and Data Analysis System (MIDAS)	Das übergeordnete Ziel des Projektes ist es, die äthiopischen Behörden bei der Modernisierung ihrer Einwanderungs- und Grenzverwaltung zu unterstützen. Konkret soll der Bole International Airport als wichtigster Point of Entry (PoE) mit dem Migration Information and Data Analysis System (MIDAS) ausgestattet werden, um eine zuverlässige Sicherheitskontrolle und eine erleichterte Einreise zu gewährleisten und die Sammlung, Verwertung und Analyse von Migrationsdaten zu ermöglichen. Das von IOM entwickelte System ermöglicht ein wirksames Monitoring der Grenzaktivitäten und statistische Migrationssteuerung. Auch erleichtert MIDAS die Erkennung von irregulärer Migration, Dokumentenbetrug, Schleuseraktivitäten oder Menschenhandel.	Äthiopien	IOM	2023-2025	Fr. 750'000
Total Ostafrika	Fr. 2'700'769				
Zentral - und Südafrika					

Formation professionnelle pour les métiers du bois au Cameroun	Aus und Weiterbildung von Jungen Kameruanern in der Holzindustrie . Dieses Projekt wurde im Rahmen des Migrationsabkommens mit Kamerun ins Leben gerufen und hat zum Ziel, die irreguläre Migration zu reduzieren.	Kamerun	Haute école spécialisée bernoise Architecture, Bois et Génie civil Center for development and cooperation CDC	2018 - 2022	Fr. 229'960
Vocational Education and Training in the Hospitality Sector for Cameroon Classes 2023/2024	Dieses Projekt ermöglicht es einem Jahrgang von 10 Studenten, durch einen 7-monatigen Aufenthalt im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Hotel- und Gaststättengewerbe zu profitieren. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studenten in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu machen, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Studenten das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Studenten die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Kamerun		2023 - 2024	Fr. 165'500
Total Zentral- und Südafrika	Fr. 395'460				
Westbalkan					
Sustainable Integration of foreigners with international protection status	Das Projekt verfolgt drei Interventionslinien: 1. Schaffung eines Komitees und Arbeitsgruppe zur Erarbeitung von Gesetzesgrundlagen. 2. Erarbeitung individueller Integrationspläne für Personen mit Schutzstatus. 3. Verbesserung der Unterbringungsbedingungen von Asylsuchenden im Zentrum in Salakovac.	Bosnien und Herzegowina	Catholic Relief Services	2020 - 2023	Fr. 570'000
Enhancement of the Migration Information System (for Strengthening Migration, Asylum and Border Management) in BiH	Ziel des Projektes ist die Unterstützung der Behörden beim Aufbau einer effizienten und nachhaltigen Migrations-, Asyl und Grenzverwaltung. Durch die Schaffung der Voraussetzungen für eine bessere Zusammenarbeit und Koordination zwischen den verantwortlichen Institutionen, stärkt das Projekt den «Whole of Government Approach». Erreicht wird dies u.a. durch die Aktualisierung und den Ausbau des Migrationsinformationssystems (MIS), zu dessen Aufbau das SEM bereits in der Vergangenheit massgeblich beigetragen hat. Die externe Evaluation dieses Projekts hat ergeben, dass die Ergebnisse erreicht wurden und die Unterstützung zudem erfolgreich, relevant und nützlich für die BiH-Behörden war.	Bosnien und Herzegowina	ICMPD	2021 - 2023	Fr. 1'150'000
Strengthening Capacities and partnerships for Migration Management in Serbia	Ziel des Projekts ist es, den Zugang von Migranten zu Integrations- und Schutzdiensten zu verbessern und Dienstleister zu stärken und zu sensibilisieren, damit sie besser auf die Bedürfnisse von Menschen aus gemischten Migrationsbewegungen eingehen können. Zu diesem Zweck werden Kulturvermittler geschult und ein Handbuch über Serbien und Integrationsmöglichkeiten entwickelt, das verteilt werden soll.	Serbien	IOM	2021 - 2023	Fr. 1'821'982
Advancing inclusion and integration of refugees in Serbia	Ziel des Projektes ist es, zu verbesserten Bedingungen für Geflüchtete beizutragen, welche in Serbien Asyl beantragt haben und sich vollständig in die serbische Gesellschaft integrieren wollen. Insbesondere sollen die Aufnahme von Asylbewerbern und der Integration von Personen, denen Asyl gewährt wurde (Flüchtlingsstatus und subsidiärer Schutz) in das soziale, wirtschaftliche und kulturelle Leben Serbiens verbessert werden; die Beteiligung von Geflüchteten bei integrationsrelevanten Entscheidungsprozessen stärken; und die Fremdenfeindlichkeit bekämpft werden, um eine offenere Gesellschaft zu schaffen.	Serbien	IDEAS	2022 - 2023	Fr. 86'527
Manage increased influx of migrants in Kosovo	Ziel des Projekts ist es, effiziente und menschenrechtskonforme Grenzkontrolle durch die kosovarischen Behörden anhand digitalisierter Registrierung von MigrantInnen durchzuführen. Dazu sollen das Migrationsmanagement (Grenzverwaltung) und die technischen Bereitschaft der kosovarischen Grenzpolizei für die Registrierung von MigrantInnen gestärkt werden durch die Beschaffung biometrischer Geräte.	Kosovo	ICMPD	2021 - 2023	Fr. 328'819
Enhancing the well-being of asylum seekers in Kosovo	Ziel des Projekts ist es, das Wohlergehen der Asylbewerber während ihres Asylverfahrens in Kosovo zu verbessern und den kulturellen Austausch zwischen Asylbewerbern und der lokalen Gemeinschaft zu fördern und die Integration zu verbessern. Erreicht wird dies unter anderem durch die Bereitstellung von Infomaterial für die Asylbewerber zu Kosovo, zu dessen Bildungssystem und Sprachkursen, oder durch die Organisation gemeinsamer Treffen zwischen Asylbewerbern und der lokalen Bevölkerung. Zudem werden Sicherheitskameras in der Nähe des Asylzentrums installiert, um das Sicherheitsgefühl der beiden Gruppen zu erhöhen.	Kosovo	CEDE	2023 - 2024	Fr. 122'487
Total Westbalkan	Fr. 4'079'815				
Südkaucasus					

IOM Border and Migration Management Action for Georgia	Das Projekt "Effective Migration Governance for Sustainable Return and Reintegration of Georgian Citizens" ist Teil der von ihm mitfinanzierten BMMAG (Border and Migration Management Action for Georgia), die unter anderem darauf abzielt, die Regierung Georgiens bei der Aufrechterhaltung eines integrierten Grenzmanagements und einer effektiveren Migrationsgovernance zu unterstützen, um zur Entwicklung des Landes beizutragen. Das Projekt ist auch Teil der 2022 unterzeichneten Migrationspartnerschaft Schweiz-Georgien, die unter anderem Rückkehr und Reintegration sowie den Aufbau von Kapazitäten im Bereich Migrationsgovernance als vorrangige Bereiche der Zusammenarbeit festlegt. Das Projekt "Effective Migration Governance for Sustainable Return and Reintegration of Georgian Citizens" soll die georgische Regierung dabei unterstützen, die regierungsinterne Koordination für eine sichere und geordnete Migration und eine nachhaltige Rückkehr und Reintegration von georgischen Staatsbürgern auf der Grundlage der Erstellung und Analyse zuverlässiger Daten besser zu implementieren.	Georgien	IOM	2023 - 2024	Fr. 400'000
Total Südkaukasus	Fr. 400'000				
Südasiens					
Vereinbarung zu Adoptionen aus Sri Lanka	Bund und Kantone beteiligen sich im Rahmen eines Pilotprojekts an der Unterstützung von adoptierten Personen aus Sri Lanka bei der Herkunftssuche. Das dreijährige Pilotprojekt im Rahmen der Migrationspartnerschaft der Schweiz mit Sri Lanka läuft rückwirkend ab dem 1. Januar 2022 bis zum 31. Dezember 2024. Die Unterstützung durch Bund und Kantone richtet sich nach dem effektiven Aufwand und kommt damit direkt den adoptierten Personen zu Gute. Die Kantone unterstützen dabei insbesondere das Angebot von "Back to the Roots" im Inland, während das EJPD gewisse Tätigkeiten im Ausland finanziert.	Sri Lanka	Verein "Back to the Roots"	2022 - 2024	Fr. 412'000
Total Südasiens	Fr. 412'000				
Afghanistan und Region					
Supporting Afghan Women and Girls: Nexus Programming in Afghanistan	Das SEM beteiligt sich an der Finanzierung eines Programms von UN Women in Afghanistan zugunsten von intern vertriebenen afghanischen Frauen und Mädchen. Binnenvertriebene Frauen haben durch Frauenzentren besseren Zugang zu Informationen, humanitären Dienstleistungen und Schutzmechanismen.	Afghanistan	UN Women	2021 - 2023	Fr. 945'250
Integrated Protection and Livelihood Assistance for Afghan Refugees in Pakistan	Das Hauptziel dieses Projekts ist es den rechtlichen Schutz (legal aid / protection) von afghanischen Flüchtlingen in Pakistan zu stärken und die Kapazitäten der pakistanischen Behörden (capacity building) zu fördern.	Pakistan	SHARP	2022 - 2024	Fr. 300'000
Enhanced Access to Protection and Durable Solutions for Afghan Refugees and Asylum-Seekers in Iran	Die vom SEM unterstützten Projektaktivitäten sind Teil des umfangreichen Programms des <i>Afghanistan Situation Regional Refugee Response Plan 2022</i> (RRP 2022). Die SEM Unterstützung des RRP 2022 fokussiert geografisch und thematisch auf den Schutz der afghanischen Flüchtlinge in Iran. Es werden Projektaktivitäten unterstützt, die den Zugang afghanischer Flüchtlinge und Asylsuchender in folgenden Bereichen verbessern: (1) Schutz-Dienstleistungen und dauerhafte Lösungen; (2) Schutz durch psychosoziale Unterstützung.	Iran	UNHCR	2022 - 2023	Fr. 1'335'000
Total Afghanistan und Region	Fr. 2'580'250				
Multilaterales					
International Institute of Humanitarian Law (IIHL)	Das IIHL bietet Kurse in den Bereichen Asyl- und Migrationsrecht sowie Binnenvertriebene und Staatenlosigkeit für Regierungsangestellte aus EU- und Drittstaaten an. Das SEM beteiligt sich seit mehreren Jahren mit einem Beitrag an der Finanzierung des Programms.	Global	International Institute of Humanitarian Law (IIHL)	Jedes Jahr	Fr. 66'000
IOM Sekundierung Genf – Advisor to the Deputy Director General (Management and Reform)	Das übergeordnete Ziel der SEM Sekundierung an das IOM Hauptquartier in Genf ist die Stärkung der institutionellen Kapazitäten des Büros der stv. Generaldirektorin für Management und Reform. Die langjährige und wichtige Zusammenarbeit zwischen IOM und dem SEM wird mit dieser personellen Unterstützung weiter gestärkt.	Global	Internationale Organisation für Migration (IOM)	2022 - 2024	Fr. 404'073

The Essentials of Migration Management EMM2.0) : translation into French& Pilot regional training in West africa »	EMM2.0 ist ein Programm von IOM und dient dem Kapazitätsaufbau im Bereich Migrationsmanagement. Im Rahmen dieses Projekts wird die bisher auf Englisch verfügbare Lernplattform ins Französische übersetzt. Gemäss IOM besteht bei zahlreichen frankofonen Staaten – hauptsächlich in Afrika – ein grosses Interesse an EMM2.0. Deshalb beinhaltet das Projekt Pilot-Trainings in Westafrika, einer für die Schweiz migrationsausserpolitisch relevanten Region	Global / Westafrika	Internationale Organisation für Migration (IOM)	2022 - 2023	Fr. 198'924
Total Multilaterales	Fr. 668'997				
Europa					
SAO - Psychosocial Support Programme at the Bashira and Amina Day Centres for displaced women on Lesbos and in Athens	Das Projekt unterstützt in erster Linie geflüchtete oder asylsuchende Frauen mit besonderen Schwachstellen. Das Projekt bietet eine breite psychosoziale Unterstützung. Unter anderem werden psychologische Beratung, Sozialarbeit, die Vermittlung von Kontakten zu anderen Diensten, informelle Griechisch- und Englischkurse und die Zusammenarbeit mit verschiedenen Ärzten angeboten. Auf diesem Weg können die Frauen einen Heilungsprozess einleiten, haben eine sichere Unterkunft, können bei der Suche nach internationalem Schutz unterstützt werden und haben Zugang zu anderen Organisationen, die insbesondere im Bereich der Bekämpfung des Menschenhandels oder der geschlechtsspezifischen Gewalt tätig sind.	Griechenland		2022 - 2023	Fr. 110'000
Assisted Voluntary Return and Reintegration from the Canary Islands	Das Projekt beabsichtigt, die Kommunikation um die freiwillige Rückkehr auf den Kanarischen Inseln zu stärken, und die freiwillige Rückkehr und Reintegration zu ermöglichen	Spanien	Internationale Organisation für Migration (IOM)	2022 - 2023	Fr. 110'000
Enhancing Knowledge and Analysis on Migration Trends and Patterns	Im Rahmen dieses Projekts zielt das SEM darauf ab, die Datenerhebungs- und Analysekapazitäten von ICMPD zu stärken. Das so entstandene Material wird mit dem SEM geteilt und ermöglicht es, Entwicklungen im Migrationsbereich zu erfassen, die einen Einfluss auf die EU und die Schweiz haben können.	Europa (Mehrere Länder)	ICMPD	2021-2022	Fr. 23'100
Voluntary Humanitarian Return of Third Country Nationals Fleeing Ukraine to Neighbouring Countries	Das Projekt zielte ursprünglich darauf ab, die Rückführung von mindestens 660 nicht schutzbedürftigen Drittstaatsangehörigen zu unterstützen, die in der Ukraine aufenthaltsberechtigt waren, aber aufgrund des Krieges in die Nachbarländer Polen, Rumänien, Slowakei und Moldawien geflohen waren. Dabei werden die besonderen Bedürfnisse und die Verletzlichkeit der betroffenen Personen berücksichtigt. Da die Nachfrage nach dieser Dienstleistung geringer als erwartet ausfiel, wurde mit der IOM eine Neuausrichtung des Programms vereinbart. Demnach soll ein Teil des Budgets zur Förderung der Teilnahme ukrainischer Flüchtlinge am Arbeitsmarkt in den Nachbarländern der Ukraine verwendet werden.	Europa (Mehrere Länder)	Internationale Organisation für Migration (IOM)	2022-2023	Fr. 968'148
Total Europa	Fr. 1'211'248				
Gesamtkosten laufender Projekte	Fr. 34'171'117				

N.B: Ein Projekt gilt als abgeschlossen, wenn der Schlussbericht erhalten und die letzte Tranche ausbezahlt wurde

Nordafrika					
Renforcement de la gouvernance migratoire (Libya's Migration Technical Assistance Facility (LIBMITAF))	Das Projekt sieht Aktivitäten in vier Bereichen vor, die zu einer auf Rechten basierenden Migrationsgovernance in Libyen beitragen sollen: Stärkung des Rechtsrahmens für Migration; aktive Teilnahme libyscher Delegationen an internationalen und regionalen Migrationsdialogen; bessere Einbeziehung von im Ausland lebenden Libyern; Stärkung der Arbeit und der Rolle von Organisationen der Zivilgesellschaft im Bereich Migration in Libyen.	Libyen	ICMPD	2021 - 2023	Fr. 332'500
Promoting rights-based solutions and consular assistance for vulnerable migrants in Libya through MRRM	Das Projekt verfolgt zwei Hauptziele: 1) Durch die direkte Unterstützung von rund 9000 Migranten in Tripolis durch verschiedene Dienstleistungen (NFI, Nahrungsmittel, medizinische Grundversorgung, psychologische Unterstützung, Schutzmaßnahmen, Sensibilisierung) wird die humanitäre Situation der Begünstigten verbessert ; 2) Der Prozess der freiwilligen Rückkehr sowie die konsularischen Dienstleistungen für die Staatsangehörigen (einschließlich derjenigen in den Haftanstalten) werden beschleunigt und verbessert, zum einen durch technische Unterstützung der libyschen Behörden und zum anderen durch technische Unterstützung und Schulung der Botschaftsvertretungen in Libyen. Das Projekt verfolgt das Ziel 4 des IMR-Kredits: Schutz von Migranten auf der Migrationsroute.	Libyen	OIM	2023 - 2025	Fr. 1'200'000
Enfants et Jeunes sur les routes migratoires ouest (EJMR)	Das Projekt Westliche Migrationsrouten ist ein regionales Projekt, dessen Ziel es ist, einen besseren Schutz von Kindern und Jugendlichen auf den Migrationsrouten in West- und Nordafrika zum Mittelmeer zu gewährleisten. Das Projekt wird in Tunesien, Marokko, Niger, Mali und Guinea-Conakry umgesetzt. Das Projekt wird von der DEZA in Zusammenarbeit mit dem SEM finanziert, das speziell zur Unterstützung der Rückkehr und Reintegration unbegleiteter Minderjähriger in ihren Herkunftsländern beiträgt.	Tunesien	Helvetas (Terre des Hommes und GIZ)	2022 - 2025	Fr. 600'000
PERSPECTIVES pour les jeunes tunisiens qualifiés et contribution de la diaspora en Tunisie	Das von Swisscontact geleitete Projekt PERSPECTIVES hat zum Ziel, die Erfahrung der zirkulären Migration im Rahmen des bestehenden Stagiaires-Abkommens zwischen der Schweiz und Tunesien zu fördern und das Engagement der Diaspora gezielt zu unterstützen. Dies geschieht über drei Achsen: Unterstützung der Diaspora, Stimulierung des Stagiaires-Abkommens und Beitrag zur nationalen Migrationsstrategie.	Tunesien	Swisscontact	2022 -2026	Fr. 1'250'000
Assistance Technique au Gouvernement Tunisien pour Améliorer la Gestion de la Migration par l'Appui en Équipement et en Infrastructure: Phase 2	Das allgemeine Ziel des Projekts besteht darin, das Migrations- und Grenzmanagement in Tunesien zu verbessern. Dies geschieht durch die Stärkung der Kapazitäten des Innenministeriums im Bereich der Dokumentenprüfung und der Such- und Rettungsaktionen für Migranten in Seenot. In der aktuellen zweiten Phase wird technische Unterstützung geleistet, um den in der ersten Phase ermittelten Bedarf durch den Ausbau der materiellen Kapazitäten und durch Schulungen zu decken.	Tunesien	OIM	2022 - 2025	Fr. 630'000
Vocational Education and Training in the Hospitality Sector for Tunisia Classes 2022/2023	Im Rahmen dieses Projekts wird eine Gruppe von 10 Studierenden während eines 7-monatigen Aufenthalts im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Bereich Hotellerie und Restauration profitieren können. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studierenden in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu absolvieren, in dem sie die erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Schüler das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Mit diesem Abschluss können die 10 Schüler die Aufgaben eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Tunesien	Rainbow Unlimited	2022-2023	Fr. 162'000
Enhancing refugees and asylum seekers access to essential services in Tunisia	Das Projekt zielt darauf ab, die Lebensbedingungen, die Widerstandsfähigkeit und die Eigenständigkeit der in Tunesien registrierten schutzbedürftigen Flüchtlinge und Asylsuchenden (insgesamt 10.000 registrierte Personen) zu verbessern und ihren Zugang zu folgenden Leistungen zu gewährleisten: 1) Bargeldhilfe; 2) öffentliche Gesundheitsdienste; 3) psychologische Unterstützung; 4) Rechtsbeistand.	Tunesien	UNHCR	2023 - 2025	Fr. 675'000
Kostenbeteiligung SEM ans Schweizerische Kooperationsbüro 2024	Ziel dieser Kostenbeteiligung ist es, die Arbeit des Schweizer Kooperationsbüros in Tunesien im Rahmen der seit 2012 bestehenden bilateralen Migrationspartnerschaft mit diesem Staat zu unterstützen. Seit Sommer 2018 begleitet ein Migrationsdelegierter das Engagement des SEM in Tunesien. Er wird von der CH-Botschaft und dem Kooperationsbüro unterstützt. Die vorliegende Kostenbeteiligung, die bereits seit 2013 jährlich - in unterschiedlicher Höhe - gewährt wird, soll dieser Situation Rechnung tragen.	Tunesien	DDC	chaque année	Fr. 50'000
On-Scene Coordinator and Migration Policy Course (in Malta) 2023	Zweiwöchiger Ausbildungskurs in Seenotrettung für die Küstenwache der Anrainerstaaten des Mittelmeers bei den maltesischen Streitkräften. Die eingeladenen Länder sind Marokko, Algerien, Tunesien, Libyen, Ägypten und der Libanon. Der diesjährige Kurs für Einsatzkoordinatoren befasst sich mit den operativen und rechtlichen Aspekten der Planung und Einhaltung internationaler Normen und Standards bei Rettungsaktionen. Das Programm wird von der Mediterranean Academy of Diplomatic Studies (MEDAC) in Malta koordiniert, die zudem ein Modul über Migrationspolitik anbietet (in Zusammenarbeit mit dem UNHCR).	Regional	Mediterranean Academy of Diplomatic Studies (MEDAC)	2023 - 2024	Fr. 140'144

Enhancing African capacities for Combating Human Trafficking and Smuggling of Migrants	Das Projekt zielt darauf ab, die Kapazitäten der afrikanischen Behörden bei der Bekämpfung von Menschen schmuggel und Menschenhandel zu entwickeln und zu stärken. Daher sollen 135 Beamte aus verschiedenen afrikanischen Ländern an neun Workshops und Schulungen des CCCPA teilnehmen. Dadurch sollen die Teilnehmer Kenntnisse erwerben, die sie in ihre jeweiligen Institutionen übertragen können. Insbesondere die geplanten "Train-the-Trainer"-Ausbildungen sollen dazu dienen, Wissen an die Institutionen der Teilnehmerländer weiterzugeben. Auf diese Weise werden die Kapazitäten im Bereich Menschenhandel und Menschen schmuggel in den Teilnehmerstaaten gestärkt, sodass Einzelpersonen und Gemeinschaften weniger anfällig für die Ausbeutung durch kriminelle Netzwerke im Bereich Menschenhandel und Menschen schmuggel sind.	Ägypten	UNDP (implementing partner: Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding, CCCPA)	2023-2025	Fr. 315'000
Assisted Voluntary Return and Reintegration Programme (AVRR) in Morocco: Strengthening the Pre-departure and Reintegration Continuum	Das Projekt zielt darauf ab, die freiwillige Rückkehr und nachhaltige Wiedereingliederung von in Marokko gestrandeten schutzbedürftigen Migranten in ihre Herkunftsländer zu erleichtern. Somit unterstützt es die bestehenden nationalen Maßnahmen zur Steuerung der Migration in Marokko. Darüber hinaus steht das Projekt im Einklang mit den Zielen des IMR-Kredits und unterstützt insbesondere die Förderung der Rückkehrhilfe und die Verhinderung irregulärer Migration.	Marokko	IOM	2023 - 2025	Fr. 450'000
Gesamtkosten Nordafrika	Fr. 5'804'644				
Westafrika					
Unterstützung eines Waisenhauses in Guinea, NGO rocConakry	Dies ist das zweite Projekt, das von der Schweizer NGO rocConakry unterstützt wird. In der ersten Phase wurden verschiedene Aktivitäten zum Schutz von Waisenkinder n finanziert. Ziel der zweiten Phase ist es, rocConakry bei der Einrichtung und dem Betrieb eines Waisenhauses zu unterstützen sowie Ausbildungsplätze in einer Schneiderei und einer Bäckerei für Waisenkinder zu finanzieren. Das Projekt wurde auf Antrag der DB AS entwickelt, um eine angemessene Aufnahme und Betreuung von unbegleiteten minderjährigen Asylsuchenden, die aus Guinea zurückgeschickt werden, zu gewährleisten.	Guinea	rocConakry	2021 - 2024	Fr. 122'181
Projet de gestion des frontières en Côte d'Ivoire	Dieses Projekt ermöglicht es, Grenzübergänge und gemischte Polizeistationen mit Geräten zur Bekämpfung von Dokumentenbetrug auszustatten und das Personal in der Identifizierung von Reisedokumenten und der Bekämpfung von Dokumentenbetrug zu schulen, um gefälschte Dokumente und andere Betrugsfälle leichter erkennen zu können.	Elfenbeinküste	ICMPD	2022-2024	Fr. 782'172
Supporting the Ministry of Justice in Scanning and Digitizing the Civil Registry Books in Guinea-Bissau	Mit diesem Projekt soll das UNDP bei der Digitalisierung - einschließlich der Erhebung biometrischer Daten - des Zivilregisters von Guinea-Bissau unterstützt werden. Die Digitalisierung wird den Bürgern von Guinea-Bissau einen ständigen Zugang zu einer rechtmäßigen Identität garantieren. Sie wird auch die Qualität und Sicherheit der Reisepässe des Landes verbessern und der Regierung ermöglichen, ihre Grenzen besser zu kontrollieren und den organisierten Menschen- und Drogenhandel einzudämmen.	Guinea-Bissau	UNDP	2023-2024	Fr. 197'475
Migration course	Das Projekt unterstützt das "Kofi Annan International Peacekeeping Training Centre" bei der Entwicklung eines Kurses zum Thema Migration sowie bei der dreimaligen Durchführung eines zweiwöchigen Kurses in Accra. Vertreter und Vertreterinnen von Regierungen, Organisationen und Universitäten aus der gesamten Region können daran teilnehmen. Der Schwerpunkt liegt auf den regionalen Herausforderungen und Chancen im Bereich der Migration.	Ghana	KAIPTC	2022 - 2025	Fr. 439'061
Training Programme at the Technical Training Center (Nestlé III)	Die Schweiz unterstützt die Ausbildung von jungen nigerianischen Polymechanikern an den Technical Training Centers in Nigeria, um ihnen eine Perspektive für die Zukunft zu bieten. Alle 18 Monate werden insgesamt 40 Schülerinnen und Schüler aufgenommen und an zwei Standorten zum Beruf des Polymechanikers ausgebildet. Die besten 2 x 5 Schüler jedes Jahrgangs haben die Möglichkeit, anschließend ein 12-wöchiges Praktikum bei Nestlé in der Schweiz zu absolvieren. Das Projekt unterstützt drei Jahrgänge.	Nigeria	Nestlé	2022 - 2026	Fr. 304'047
Facilitating sustainable reintegration of voluntary returnees through business support in Nigeria (Phase V)	Verstärkte Unterstützung von Rückkehrern bei der Gründung und Führung von Kleinstunternehmen durch praktische Schulungen, Zugang zu Kleinstkrediten sowie durch Erfahrungsaustausch	Nigeria	OIM	2023 - 2025	Fr. 394'594

Vocational Education and Training in the Hospitality Sector for Nigeria Classes	Dieses Projekt ermöglicht es einem Jahrgang von 10 Studierenden, durch einen 7-monatigen Aufenthalt im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Hotel- und Gastgewerbe zu profitieren. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studierenden in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu absolvieren, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Schüler das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Schüler die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Nigeria	Rainbow Unlimited	2023 - 2024	Fr. 168'500
Strengthening Prosecutorial and Protection Responses to Combat	Mit diesem Projekt werden zwei Ziele verfolgt: zum einen die Stärkung der Schutzmechanismen für Migrantinnen, die im Bundesstaat Edo Opfer von Gewalt, Ausbeutung und Missbrauch geworden sind, und zum anderen ein Beitrag zur Verbesserung der Kenntnisse und operativen Fähigkeiten von Ermittlern, Staatsanwälten und Richtern bei der Untersuchung, Verfolgung und Entscheidung von Fällen von Menschenhandel.	Nigera	OIM	2024 - 2026	Fr. 500'000
Bühler Nigeria Traineeship and Internship Program	Das Projekt unterstützt das Schweizer Lebensmittelverarbeitungsunternehmen Bühler Limited dabei, Hochschulabsolventen eine zweijährige Lehre mit praktischer Ausbildung in einem Unternehmen und theoretischer Ausbildung anzubieten, die teilweise im Ausland, darunter auch in der Schweiz, absolviert wird. Insgesamt können so 21 Personen in den Bereichen Serviceingenieur und Kaufmann ausgebildet werden. Parallel dazu bietet Bühler 27 Universitätsabsolventen während der Projektlaufzeit ein sechsmonatiges technisches Praktikum an.	Nigeria	Bühler Nigeria	2023 - 2025	Fr. 118'800
Gesamtkosten Westafrika	Fr. 3'026'830				

Ostafrika					
Community-Based Development Solutions for Migrants and Host Communities	Das Projekt zielt darauf ab, individuelle und kollektive Ungleichheiten und Anfälligkeiten von Flüchtlingen und aufnehmenden Gemeinschaften zu verringern. Dazu werden Ungleichheiten durch einen verbesserten Zugang zu Basisdienstleistungen und Ernährungssicherheit sowie durch die Stärkung der Arbeitskapazität verringert (Outcome 1), und die Widerstandsfähigkeit der Gemeinden wird durch die Förderung des sozialen Zusammenhalts und die Erhöhung der Aufnahmekapazität gestärkt (Outcome 2).	Sudan	UNDP	2021 - 2023	Fr. 404'000
Promoting Integration among Eritrean and Ethiopian Migrant and Refugee Women and Girls in Sudan	Das Hauptziel des Projekts ist die Verbesserung der Integration von äthiopischen und eritreischen Flüchtlings- und Migrantinnen und Mädchen im Sudan. Das Projekt verbessert den Zugang zu Schutz sowie die wirtschaftlichen und existenzsichernden Möglichkeiten.	Sudan	SIHA	2021 - 2023	Fr. 189'751
Enhancing Ethiopia's migration data collection and management capacity through the installation of the Migration Information and Data Analysis System (MIDAS)	Das allgemeine Ziel des Projekts besteht darin, den äthiopischen Behörden bei der Modernisierung ihres Einwanderungssystems zu helfen und ihr Einwanderungs- und Grenzmanagement zu unterstützen. Konkret soll der Flughafen Bole International Airport, der wichtigste Einreisepunkt (PoE), des Migration Information and Data (MIDAS), um eine zuverlässige Sicherheitskontrolle zu gewährleisten und die Einreise ins Land zu erleichtern. erleichtern und die Sammlung, Auswertung und Analyse von Migrationsdaten zu ermöglichen. Migrationsdaten. Das von der IOM entwickelte System ermöglicht eine effektive Überwachung der Grenzaktivitäten und die statistische Verwaltung der Migration. MIDAS erleichtert auch die Aufdeckung von irregulärer Migration, Dokumentenbetrug, Schlepperaktivitäten oder Menschenhandel.	Äthiopien	OIM	2023-2025	Fr. 750'000
Technische Hilfe Somalia 2023 (Abt. Rückkehr)	Neben der Unterstützung von Projekten leistet die Schweiz im Rahmen ihrer Zusammenarbeit mit Drittstaaten auch technische Unterstützung. Dabei handelt es sich um Beiträge für Material, das es der betreffenden Behörde ermöglicht, elementare Aufgaben im Bereich der Migrationssteuerung besser wahrzunehmen. Dabei kann es sich beispielsweise um IT-Geräte, Kommunikationsmittel oder Geräte zur Dokumentenkontrolle handeln. Die technische Hilfe soll insbesondere Staaten zur Verfügung gestellt werden, die gerade dabei sind, ein Asyl- oder Migrationssystem aufzubauen oder die aufgrund prekärer struktureller oder finanzieller Bedingungen auf Unterstützung aus dem Ausland angewiesen sind. Die korrekte Verwendung des Materials wird stets von der Botschaft oder dem Honorarkonsulat überprüft.	Somalia	Abteilung Rëuckkehr	2023	Fr. 29'980
Gesamtkosten Ostafrika	Fr. 1'373'731				
Zentrales und südliches Afrika					
Formation professionnelle pour les métiers du bois au Cameroun	Aus- und Weiterbildung junger Kameruner in der Holzbranche. Dieses Projekt wurde im Rahmen des Migrationsabkommens mit Kamerun ins Leben gerufen und zielt darauf ab, die irreguläre Migration zu verringern.	Kamerun	Berner Fachhochschule Architektur, Holz und Bauwesen Center for development and cooperation CDC	2018 - 2020 (verlängert bis Ende 2023)	Fr. 229'960
Vocational Education and Training in the Hospitality Sector for Cameroon Classes 2023/2024	Dieses Projekt ermöglicht es einem Jahrgang von 10 Studierenden, durch einen 7-monatigen Aufenthalt im Campus-Hotel Boma International Hospitality College (BIHC) in Kenia vom Schweizer Know-how im Hotel- und Gastgewerbe zu profitieren. Nach Abschluss der 7-monatigen Ausbildung kehren die 10 Studierenden in ihr Heimatland zurück, um dort ein 5-monatiges Praktikum zu absolvieren, in dem sie ihre erworbenen Kenntnisse in ihrem Arbeitsumfeld anwenden können. Am Ende ihrer Ausbildung erhalten die Schüler das "Certificate in Food and Beverage Operations", das vom BIHC ausgestellt wird. Dank dieses Diploms können die 10 Schüler die Funktionen eines Rezeptionisten, Kellners, Küchenassistenten usw. übernehmen.	Kamerun		2023 - 2024	Fr. 165'500
Gesamtkosten Afrique Centrale et du Sud	Fr. 395'460				

Westlicher Balkan					
Standardization and systematization of technical equipment of the border police of BiH	Ziel des Projekts ist es, die Kapazitäten der Grenzpolizei in Bosnien und Herzegowina (BiH) zu stärken und irreguläre Migration zu verhindern. Dieses Ziel soll durch die Entwicklung einheitlicher Normen und Standards für die technische Ausrüstung der Grenzpolizei in BiH erreicht werden. Dadurch wird die Grenzpolizei in die Lage versetzt, die nationalen Strategien und Aktionspläne im Bereich der Grenzsicherheit umzusetzen.	Bosnien und Herzegowina	DCAF	2023 - 2025	Fr. 312'335
Enhancement of the Migration Information System (for Strengthening Migration, Asylum and Border Management) in BiH	Ziel des Projekts ist es, die Behörden bei der Einführung eines effektiven und nachhaltigen Migrations-, Asyl- und Grenzmanagements zu unterstützen. Indem das Projekt die Voraussetzungen für eine bessere Zusammenarbeit und Koordination zwischen den verantwortlichen Institutionen schafft, stärkt es den "Whole of Government Approach". Dieses Ziel soll insbesondere durch die Aktualisierung und Weiterentwicklung des Migrationsinformationssystems (MIS) erreicht werden, zu dessen Aufbau das SEM bereits in der Vergangenheit einen wesentlichen Beitrag geleistet hat. Die externe Evaluation dieses Projekts hat gezeigt, dass die Ergebnisse erreicht wurden und die Unterstützung darüber hinaus für die Behörden von BiH fruchtbar, relevant und nützlich war.	Bosnien und Herzegowina	ICMPD	2021 - 2023	Fr. 1'150'000
Strengthening Capacities and partnerships for Migration Management in Serbia	Ziel des Projekts ist es, den Zugang von Migranten zu Integrations- und Schutzdiensten zu verbessern sowie die Dienstleister zu stärken und zu sensibilisieren, damit sie besser auf die Bedürfnisse von Menschen aus gemischten Migrationsbewegungen eingehen können. Zu diesem Zweck werden Kulturvermittler ausgebildet und ein Handbuch über Serbien und Integrationsmöglichkeiten zur Verteilung erstellt.	Serbien	OIM	2021 - 2024	Fr. 1'821'982
Enhance migration governance through evidence-based programming and strengthened capacities of authorities in Kosovo	Das übergeordnete Ziel des Projekts besteht darin, die Fähigkeit der kosovarischen Behörden zur Verbesserung des Migrationsmanagements zu stärken, indem die Fähigkeiten und das Wissen der beteiligten Institutionen ausgebaut und ihre Verfahren verbessert werden : - Die Behörden des Kosovo setzen auf koordinierte Weise eine evidenzbasierte Migrationspolitik um und schaffen nachhaltige Lösungen für eine sichere und reguläre Migration. - Irreguläre Migranten auf der Durchreise haben während ihres Aufenthalts im Kosovo Zugang zu Unterkunft und Schutz. Die kosovarische Diaspora engagiert sich für den Transfer von Wissen und Fähigkeiten.	Kosovo	IOIM	2023 - 2026	Fr. 707'000
Enhancing the well-being of asylum seekers in Kosovo	Ziel des Projekts ist es, das Wohlbefinden von Asylbewerbern während ihres Asylverfahrens im Kosovo zu verbessern und den kulturellen Austausch zwischen den Asylbewerbern und der lokalen Gemeinschaft zu fördern, um ihre Integration zu verbessern. Dies soll unter anderem dadurch erreicht werden, dass Asylbewerber mit Informationsmaterial über das Kosovo, sein Bildungssystem und seine Sprachkurse versorgt werden oder gemeinsame Treffen zwischen Asylbewerbern und der lokalen Bevölkerung organisiert werden. Darüber hinaus sollen in der Nähe des Asylzentrums Sicherheitskameras installiert werden, um das Sicherheitsgefühl beider Gruppen zu erhöhen.	Kosovo	CEDE	2023-2024	Fr. 122'487
Gesamtkosten Westlicher Balkan	Fr. 4'113'804				
Südlicher Kaukasus					
IOM Border and Migration Management Action for Georgia	Das Projekt "Effective Migration Governance for Sustainable Return and Reintegration of Georgian Citizens" ist Teil der von ihm mitfinanzierten BMMAG (Border and Migration Management Action for Georgia), die unter anderem darauf abzielt, die Regierung Georgiens bei der Aufrechterhaltung eines integrierten Grenzmanagements und einer effektiveren Migrationsgovernance zu unterstützen, um zur Entwicklung des Landes beizutragen. Das Projekt ist auch Teil der 2022 unterzeichneten Migrationspartnerschaft Schweiz-Georgien, die unter anderem die Rückkehr und Reintegration sowie den Aufbau von Kapazitäten im Bereich Migrationsgovernance als vorrangige Bereiche der Zusammenarbeit definiert. Das Projekt "Effective Migration Governance for Sustainable Return and Reintegration of Georgian Citizens" soll die georgische Regierung dabei unterstützen, die regierungsinterne Koordination für eine sichere und geordnete Migration und eine nachhaltige Rückkehr und Reintegration von georgischen Staatsbürgern auf der Grundlage der Erstellung und Analyse zuverlässiger Daten besser zu implementieren.	Georgien	OIM	2023 - 2024	Fr. 400'000
Addressing the Drivers of Health-related Migration to Switzerland	Ziel des Projekts ist es, eine umfassende Studie über die Gründe durchzuführen, die Georgier dazu veranlassen, aus medizinischen Gründen in die Schweiz zu emigrieren, und die wichtigsten betroffenen Akteure in einem Koordinationsforum zu engagieren, um die Ausarbeitung eines Aktionsplans zu ermöglichen.	Georgien	OIM	2023 - 2024	Fr. 252'500

Gesamtkosten Südlicher Kaukasus	Fr. 652'500				
Südasiens					
Accord sur les adoptions au Sri Lanka	Der Bund und die Kantone beteiligen sich im Rahmen eines Pilotprojekts an der Unterstützung von adoptierten Personen aus Sri Lanka bei der Suche nach ihrer Herkunft. Das dreijährige Pilotprojekt, das Teil der Migrationspartnerschaft der Schweiz mit Sri Lanka ist, läuft rückwirkend vom 1. Januar 2022 bis zum 31. Dezember 2024. Die Unterstützung des Bundes und der Kantone richtet sich nach den tatsächlichen Ausgaben und kommt somit direkt den adoptierten Personen zugute. Die Kantone unterstützen insbesondere das Angebot von "Back to the Roots" in der Schweiz, während das EJPD bestimmte Aktivitäten im Ausland finanziert.	Sri Lanka	Association "Back to the Roots"	2022 - 2024	Fr. 412'000
Gesamtkosten Südasiens	Fr. 412'000				
Afghanistan und Region					
Integrated Protection and Livelihood Assistance for Afghan Refugees in Pakistan	Ziel dieses Projekts ist es, den Rechtsschutz (legal aid / protection) für afghanische Flüchtlinge in Pakistan zu stärken und die Ressourcen der pakistanischen Behörden zu entwickeln (capacity building).	Pakistan	SHARP	2022 - 2024	Fr. 300'000
Promoting rights of the most vulnerable persons among the displaced Afghan population through legal and non-legal protection programming in Iran	Das Hauptziel des Projekts besteht darin, die Rechte der besonders schutzbedürftigen afghanischen Vertriebenen im Iran zu stärken. Es zielt darauf ab, die Rechte der besonders schutzbedürftigen Personen unter der vertriebenen afghanischen Bevölkerung zu stärken, indem es rechtliche und nichtrechtliche Schutzprogramme mit einem umfassenden und integrativen Ansatz umsetzt. NRC bietet eine integrierte Antwort auf die Grundbedürfnisse von 8.400 afghanischen Flüchtlingen und geschützten Personen sowie auf die besonders schutzbedürftigen Personen der Aufnahmegemeinschaft im Iran.	Iran	NRC	2023-2025	Fr. 844'715
International Conference on Displacement from Afghanistan	Das ICMPD plant, in Zusammenarbeit mit dem iranischen Außenministerium eine internationale Konferenz zu veranstalten, um die Aufmerksamkeit auf die Auswirkungen der Migrationsströme aus Afghanistan auf den Iran und die Region zu lenken. Die Diskussionen werden sich auf die Förderung der Koordination und Kooperation zwischen dem Iran, den Nachbarländern, den europäischen Staaten sowie anderen relevanten Akteuren konzentrieren. Neben den Bedürfnissen der geflohenen Menschen und der Aufnahmegemeinschaften geht es auch darum, den Bedarf an Migrations- und Mobilitätsmanagement im Iran und in der Region zu ermitteln und die notwendige Unterstützung zu mobilisieren.	Iran	ICMPD	2022	Fr. 15'345
Gesamtkosten Afghanistan und Region	Fr. 1'160'060				
Multilaterales					
International Institute of Humanitarian Law (IIHL)	Das Internationale Institut für Humanitäres Recht (IIHL) bietet Kurse in den Bereichen Asyl- und Migrationsrecht sowie Binnenvertriebenenrecht (IDP) an. Diese Kurse richten sich an Beamte aus EU-Ländern und Drittstaaten. Das SEM beteiligt sich seit mehreren Jahren mit einem Beitrag an der Finanzierung des Programms	Global	International Institute of Humanitarian Law (IIHL)	2023 - 2024	Fr. 57'000
Détachement auprès d'OIM Genève – Advisor to the Deputy Director General (Management and Reform)	Das übergeordnete Ziel der Entsendung des SEM an das IOM-Hauptquartier in Genf ist es, die institutionellen Kapazitäten der stellvertretenden Generaldirektorin von IOM für Management und Reform zu stärken. Die langjährige Zusammenarbeit zwischen IOM und dem SEM wird durch diese personelle Unterstützung weiter gestärkt.	Global	OIM	2022 - 2024	Fr. 404'073
Gesamtkosten Multilaterales	Fr. 461'073				
Gesamtkosten der laufenden Projekte	Fr. 22'065'483				

N.B : Das Projekt gilt als abgeschlossen, wenn der Abschlussbericht eingegangen ist und die letzte Rate ausgezahlt wurde.

PROJECT:
**“Enhancement of the Migration Information
System (or Strengthening Migration, Asylum and
Border Management in
Bosnia and Herzegovina)”**

**Financed by the Swiss Government,
Implemented by the International Centre for
Migration Policy Development**

Special Audit Report

April 2023

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ABBREVIATIONS

BiH	Bosnia and Herzegovina
BP	Border Police
CPRC	Criminal Policy Research Centre
DCM	Diplomatic-consular missions
EC	European Commission
FBiH	Federation of Bosnia and Herzegovina
ICMPD	International Centre for Migration Policy Development
IOM	International Organization for Migration
IT	Implementation Team
MIS	Migration Information System
MoFA	BiH Ministry of Foreign Affairs
MoS	BiH Ministry of Security
MoU	Memorandum of Understanding
N.A.	Not applicable
PSC	Project Steering Committee
RS	Republika Srpska
SEM	The Swiss Confederation represented through the State Secretariat for Migration
SFA	BiH Service for Foreigners Affairs
SSA	Special Service Agreement
STE	Short-term expert
TEC	Technical Evaluation Committee/Tender Evaluation Committee
TF	Tender Form
ToR	Terms of Reference
WB6CIF	Western Balkans Six Chamber Investment Forum

I. INTRODUCTION

1. Reporting period and work performed

The Report of Factual Findings is a result of the supplier's procedures performed to evaluate allegations of corruption in the MIS Project, primarily related to Tender no. 1 – Component 1. The allegations concern the engagement of the STE and the process of selecting the winning company, which is described as corruption, as well as the relations between certain individuals in the MoS and the winning company and the criteria stipulated in the tender documentation. After receiving corruption allegations, the Swiss government immediately stopped all payments and project activities. Therefore, the main objective of the supplier's report of factual findings is to provide professional opinion on the way the tendering was conducted and to describe roles and influence of all beneficiaries in this regard, especially those named in the corruption allegations. Furthermore, the report of factual findings seeks to provide independent findings regarding the corruption allegations.

2. Objective

The Supplier's task is to perform agreed-upon procedures regarding the corruption allegations. It involves performing certain specified procedures, the results of which should enable the Client¹ to draw conclusions regarding the future project status. Therefore, the key objective of these procedures is to report on all the facts that might indicate corrupt. Corruption activities refer to the abuse of power for personal gain or the violation of laws or ethical standards for personal or institutional benefit. It can take many forms, including bribery, embezzlement, extortion, nepotism, cronyism, and patronage. However, it is important to note that proving corruption requires a thorough investigation and a commitment to following due process. Therefore, this engagement cannot be used to prove corruption as described in Article 13 of the Agreement, due to the limitations of the auditor's role and thus being unable to act as a criminal investigation authority, but only to ascertain information stated in the allegations received on February 8th 2023. False accusations of corruption can have serious consequences, and allegations of corruption should be taken seriously and investigated thoroughly before any action is taken. The Supplier's report of factual findings covers period between November 15th, 2021 when the project officially started and February 8th, 2023 when the Client have received corruption allegations.

3. Standards and Ethics

Our engagement was undertaken in accordance with:

- International Standard on Related Services ('ISRS') 4400 *Engagements to perform Agreed-upon Procedures regarding Financial Information* as promulgated by the International Federation of Accountants ('IFAC');
- The *Code of Ethics for Professional Accountants* issued by the IFAC. Although ISRS 4400 provides that independence is not a requirement for agreed-upon procedures engagements, the Contracting Authority requires that the auditor also complies with the independence requirements of the *Code of Ethics for Professional Accountants*.

4. Procedures performed

We have performed only the procedures set out in paragraph 3 of the ToR attached to this report. The factual findings obtained through those procedures are provided in Chapter V. The scope of the agreed-upon procedures has been determined solely by the Client with the purpose to assist the Client in the evaluation of the overall project management, applied tendering procedures, financial and implementation status of the project, and available options for the future actions. Because the procedures performed by us do not constitute a review made in accordance with the International Standard on Review Engagements or an audit performed in accordance with the International Standards on Auditing, we do not issue independent auditor's opinion on the special purpose financial statements.

Had we performed additional procedures or had we performed an audit or review of the financial statements in accordance with International Standards on Auditing, other matters might have come to our attention that would have been reported to you.

¹ According to the contract signed between the SEM and MERFI, on March 9th, 2023, the SEM is "the Client" and [REDACTED].

5. Sources of Information

We have indicated in our report the sources of the information presented. Our sources include interviews with members of the project bodies and the employees of the selected IT company. Except where specifically stated, we have not sought to establish the reliability of those sources by reference to evidence of independent parties. We have, however, reviewed the information, and have sought to substantiate the facts we considered as key in corruption allegation. We have also satisfied ourselves, so far as possible, that the information presented are consistent with other information obtained by us in the course of the work undertaken to prepare this report.

6. Audit scope limitation

The scope of our work is substantially less than that for an audit conducted in accordance with the International Financial Reporting Standards or review engagements undertaken in accordance with the International Standard on Review Engagements to Review standards. It cannot therefore be relied upon to provide any assurance on financial statements of the project presented in Chapter V. Furthermore, the audit of corruption allegations typically involves an independent evaluation of a project's anti-corruption controls and processes to determine whether they are effective in preventing and detecting corrupt activities. The objective of the audit is to provide reasonable assurance that the organization has adequate measures in place to prevent and detect corruption and that these measures are being followed. The audit will typically involve a review of relevant policies and procedures, testing of key controls, and interviews with project personnel to assess their knowledge of anti-corruption measures. Investigation of corruption allegations, on the other hand, typically provide detailed findings and evidence related to the specific allegations or incidents investigated, and may be used for potential legal or disciplinary action. Auditors conducting an audit of corruption allegations do not typically have legal authority to compel the production of documents or testimony, while investigators may have legal authority to gather evidence, including through subpoenas, search warrants, or other legal mechanisms necessary to gather sufficient appropriate evidences about specific corruption activity.

For Audit Firm:

Licensed Auditor:

[REDACTED]

II. BACKGROUND OF THE AUDIT ASSIGNMENT

In 2021, ICMPD developed a project proposal in cooperation with the MoS on enhancement of the migration information system. Based on the needs expressed by MoS and its relevant units, on November 24th, 2021 the Grant Agreement between ICMPD and the SEM for the project “Enhancement of the Migration Information System” (Project) has been signed with the retroactive entry into force as of November 15th, 2021.

Beneficiaries have been MoS and its organizational units – Sector for International Relations and European Integration, Sector for Immigration, Sector for Asylum and Sector for Information and Telecommunication Technologies; SFA as main beneficiary, MFA, police stations.

The project has been composed of 2 consecutive components. One tender was agreed for each component, since development of software and purchase of hardware have been the main project activities.

Since the beginning of the Project various challenges, such as the employment of project staff within ICMPD and cancelation of tender no. 1 occurred which eventually caused a significant delay in realization of project outcomes and led to the request for no-cost extension from ICMPD towards SEM. No-cost extension till 31st July, 2023 was granted on March 7th, 2023.

The Steering Committee has been formed at the very beginning of the project implementation, with all beneficiaries participating, including the donor representatives.

A short-term expert (STE) has been engaged by ICMPD to develop ToR for Tender no. 1. This tender (published in June 2022) was canceled by ICMPD, based on the Decision of the Technical Evaluation Committee with the reasoning that the offer received was too high. Retendering was conducted in September 2022. Only one company submitted the offer, which was the same company from the previous tender. This offer has been accepted. Once accepting the offer, 3 members of the PSC, [REDACTED] expressed concerns about a conflict of interest, as the short-term expert who had been assigned to prepare the terms of reference was later hired by the company that had won the tender and had been assigned to implement Component 1. Therefore, it seems as the PSC was not in possession of all information².

The allegations were discussed and subsequently the Steering Committee decided that there was no evidence of this conflict of interest and that project activities should continue. Project activities continued, including publishing of Tender no. 2.

However, on February 8th, 2023, the Swiss Embassy in BiH received very detailed allegations³ of corruption in the Project, primarily related to the aforementioned Tender no. 1. These accusations focus on the engagement of the STE and choosing the winning company, which is described as corruption, as well as the relations between certain individuals in the MoS and the winning company and criteria stipulated in Tender no. 2. The Swiss Government immediately temporarily suspended all payments and project activities.

² Please see Annex 1. The allegations and reactions of the Swiss Embassy

III. METHODOLOGY

We held preparatory meetings:

- In the Swiss Embassy in Bosnia and Herzegovina on March 6th, 2023, and
- In the ICMPD Sarajevo Field Office, with the [REDACTED], on March 7th, 2023.

Based on the initial documentation, which we received from the Swiss Embassy in Bosnia and Herzegovina, we created questionnaires for semi-structured interviews with participants in the Project activities.

We held meetings with ten representatives of BiH institutions in the period from March 13th to March 17th, 2023, as well as with [REDACTED] Sarajevo (company which has won the bid). We sent the prepared minutes to all interviewed persons, except to the [REDACTED]. In return, everyone, except [REDACTED] provided us with an email approval of the minutes. [REDACTED] wanted us to include in the minutes different information instead of that we actually received during the meeting.

Certain information received from the interviewed persons have been verified in multiple sources, including the ICMPD.

Data on legal entities, that is, [REDACTED] and its related party [REDACTED] are verified in official sources:

- <https://boniteti.bisnode.ba/>.
- Register of Business Entities of the Republika Srpska and
- Register of Business Entities of the Federation of Bosnia and Herzegovina.

This Report also contains the findings and verifications resulting from the detailed review of the documents of relevance. The List of the documents of relevance is given in Annex 2 of this Report.

IV. BRIEF DESCRIPTION OF THE PROJECT

Name of the Project:	"Enhancement of the Migration Information System (for Strengthening Migration, Asylum and Border Management) in Bosnia and Herzegovina" ("Project")										
Grant agreement date:	24 th November 2021										
Grant agreement effective date:	15 th November 2021										
Grant agreement parties	Contracting Authority: The Swiss Confederation, represented by the Swiss Department of Justice and Police FDJP, acting through the State Secretariat for Migration (SEM) Beneficiary: International Centre for Migration Policy Development (ICMPD); Gonzagagasse 1, 5th floor; A 1010 Vienna										
SEM Contribution:	CHF 1.150.000 to be transferred into three instalments: <table> <tr> <th>No.</th><th>CHF</th></tr> <tr> <td>1</td><td>70.000</td></tr> <tr> <td>2</td><td>500.000</td></tr> <tr> <td>3</td><td>580.000</td></tr> <tr> <td>Total</td><td>1.150.000</td></tr> </table>	No.	CHF	1	70.000	2	500.000	3	580.000	Total	1.150.000
No.	CHF										
1	70.000										
2	500.000										
3	580.000										
Total	1.150.000										
Project implementation period:	15 th November 2021 – 15 th March 2023; No Cost Extension granted until July 31 st , 2023										
Audited period	15 th November 2021 - 08 th February 2023										
Background of the Beneficiary	ICMPD is an international organization with 19 Member States and more than 484 staff members. Active in more than 90 countries worldwide, it takes a regional approach in its work to create efficient cooperation and partnerships along migration routes. Priority regions include Africa, Eastern Europe and Central Asia, Mediterranean, Silk Routes, Western Balkans and Türkiye. Its approach to migration management – structurally linking policy & research, migration dialogues and capacity building – contributes to better migration policy development worldwide. The Vienna-based organization has a mission in Brussels and is locally represented in 30 countries worldwide. ICMPD receives funding from its Member States, the European Commission, the UN and other multilateral institutions, as well as bilateral donors. Founded in 1993, ICMPD holds UN observer status and cooperates with more than 141 partners including EU institutions and UN agencies. ⁴										
ICMPD status in BiH	- ICMPD entered in the Agreement with BiH on the status of the organization in BiH and on cooperation in the migration field on 27th April 1998. - Declaration of Intent between the ICMPD and the MoS, is signed in Zagreb on 15th April, 2011 - BiH ratified the Treaty between the Swiss Confederation and the Republic of Austria on the establishment and work of the ICMPD on 10th May, 2021. - At the request of ICMPD, MoFA issued on 6th December, 2022 a Certificate that ICMPD enjoys diplomatic status in BiH, number 11/2-31-05-9-45503-3/22. The authorized person for presenting and signing official documents is the [REDACTED] - With reference to the ICMPD. Note no NV442/ 2022/BIHEMB/AUT/2022-07-28 from 10th November 2021, MoFA withdrew on 17th August 2022 cancellation of the Agreement on the status of the organization in BiH and on cooperation in the migration field. - FBiH Ministry of Finance, Tax Administration, Sarajevo Cantonal tax office issued on 27th January, 2023 the Certificate of Registration of the Taxpayer ICMPD, identification number: 63187000008.										

⁴ Source: ICMPD web page

Project overall goal and outputs:	The overall goal: BiH efficiently manages the regular and irregular movement of people and takes effective measures to prevent and suppress related illegal acts, while maintaining a high level of security for BiH citizens, migrants and visitors and smooth manner of processing of work flows. Outcome: The MoS, BP, SFA, MFA and law enforcement bodies in BiH apply efficient data management system on asylum, residence permits, registration, visas and border crossing. Output 1 The Migration Information System is upgraded and extended with additional online application modules for visas and resident permits. Output 2 The project system for electronic biometric residence permit cards issuance is introduced
Project primary beneficiaries:	The primary beneficiaries are MoS (Sector for International Relations and European Integration, Sector for Immigration, Sector for Asylum and Sector for Informational and Telecommunication Technologies), SFA , BP and MoFA (Sector of International Legal and Consular Affairs). Above institutions will benefit from the introduction of modern ITC solutions in their work, improvement of data collection and exchange mechanisms, improvement of coordination and cooperation in their daily work, and gathering of additional knowledge and competencies of their staff in migration, asylum and border management.
Intellectual property:	All intellectual property and other proprietary rights including, but not limited to, patents, copyrights, trademarks and ownership of data resulting from the Project shall be vested in ICMPD, including, without any limitation, the rights to use, reproduce, adapt, publish and distribute any item or part thereof. ICMPD shall, however, grant the Donor a nonexclusive license to any copyrighted output created by ICMPD on a noncommercial basis for the purpose of the agreement provided that ICMPD's intellectual property right is duly acknowledged.
Project status:	Temporary suspension starting from 8 th February 2023.
Name and address of Auditor(s)	

V. REPORT ON FACTUAL FINDINGS

The following enumeration results from the requirements for the company agreed in the ToR

- a) Financial overview of the MIS Project, including information on funds transferred, spent and committed⁵

Description	Budget	Reporting period 15.11.2021 - 08.02.2023	Project liabilities	Total	Balance	
	EUR	EUR	EUR	EUR	EUR	%
Available funds						
SEM I Instalment		66,954				
SEM II Instalment		490,196				
Total⁶	1,026,786	557,150			469,636	45.74
Costs						
1. Human Resources	109,777	71,254		71,254	38,523	35.09
2. Travel	10,362	7,320	84	7,404	2,958	28.54
3. Equipment and works for project beneficiaries (to be specified (and revised) during inception phase)	801,200	4,815		4,815	796,385	99.40
3.1 Upgrade of Migration Information System through including additional modules to E-Foreigner platform by: Introduction of online application systems for visas and residence permits; Extension of the E-foreigner system to police stations throughout the country; (total duration 14 months)	409,000	0	476,717	476,717	-67,717	-16.56
3.2 Introducing of electronic residence permit cards (8 months)	392,200			0	392,200	
4. Local office	25,400	16,524	205	16,728	8,672	34.14
5. Other costs, services	12,874	1,287		1,287	11,587	90.00
6. Subtotal direct eligible costs of the Action (1-5)	959,613	101,200		101,200	858,413	89.45
7. Indirect overhead costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	67,173	7,084		7,084	60,089	89.45
8. Total eligible costs of the Action	1,026,786	108,284		108,284	918,502	89.45
9. Provision for contingency reserve	0	0		0	0	0
10. Total eligible costs (8+9) in EUR	1,026,786	108,284	477,005	585,289	441,497	43.00

⁵ Please see Annex 2: ICMPD Budget Execution Report. ICMPD Budget Execution Report does not include receipt of the second instalment

⁶ Information received from SEM. Exchange rate EUR/CHF = 1,2. The applied exchange rate is the one that was rolling at the date of the 1st SEM's instalment received by the ICMPD.

b) We checked if all necessary measures were undertaken to find professional staff for the positions foreseen in the MIS Project and if there were elements of potential conflict of interest. Our findings are as follows:

- ICMPD through Regional Coordination Office for Western Balkans and Turkey (RCO) formed the project team, which is composed of a full time:
 - Project Manager and Project Assistant, working in Sarajevo⁷.
 - Regional Coordinator and Regional Associate Officers located in Turkey and Vienna,
- We verified that:
 - The new staff (Procurement and Grants Assistant, Istanbul; Project Assistant, Sarajevo and Finance Officer, Vienna) was recruited in compliance with the ICMPD Recruitment Procedure for Staff and Personnel effective from October 1st, 2020.
 - The former civil servant [REDACTED] was employed at ICMPD after terminating his employment at MoS.

We did not identify any potential conflict of interest elements in and recruitment of new team members.

c) We checked if ICMPD took all necessary measures to conduct Tender no. 1 according to professional standards and in line with relevant regulations. We reviewed the tender files and verified that [REDACTED] provided, among others, written statements and declarations required by the Tender Form⁸ as follows:

- In point 4 Staff Resources, [REDACTED] declares that it has a total of 22 full time employees, without stating their names. [REDACTED] did not state here or in any other part of the tender documentation that STE is its employee;
- In point 5 Fields of Specialization, [REDACTED], states the names of its employees and their respective fields of expertise.
- In the Declaration of Honor on Exclusion and Selection Criteria, Chapter I - The situation of exclusion that refers to a person⁹, it is stated under point b) that it was not determined by a final judgment or final administrative decision that [REDACTED] has violated its obligations related to the payment of taxes or social security contributions in accordance with the applicable law.
- In Chapter III – Situations of exclusion concerning natural or legal persons assuming unlimited liability for the debts of the [REDACTED] declares that it assumes unlimited liability for the debts of the above-mentioned legal person is in one of the following situations: Situation (b) above (breach in payment of taxes or social security contributions);
- In Chapter IV – Grounds for rejection from this procedure, point 1. [REDACTED] declares that it was not previously involved in the preparation of the procurement documents used in this award procedure, where this entails a breach of the principle of equality of treatment including distortion of competition that cannot be remedied otherwise. Since STE was employed by [REDACTED] at the time the bid was submitted, this declaration does not correspond to the truth.
- In Chapter VIII– Evidence for selection, the signatory declares that the [REDACTED] is able to provide the necessary supporting documents listed in the relevant sections of the tender documents and which are not available electronically upon request and without delay.

Formally, Tender documentation for Component 1, which consists of two lots, implemented tender procedures and criteria for awarding contracts are in accordance with professional standards and relevant regulations.

However, essentially, the tender for Component 1 and the awarding of the contract deviate from professional standards and ICMPD procurement policies and procedures because:

- The company that was awarded the contract participated in the preparation of the tender tor, and

⁷ Instead of a full time Project Manager, the ICMPD employed a full time Project Officer

⁸ Tender Form, Publication reference: ICMPD /22.011/ SER/MiS_BiH/ SOFTWARE/BiH-retender, Title of contract: Provision of Software Solutions within the scope of MiS_BiH.

⁹ The person means the tenderer

- ICMPD did not require the winning company to document all statements and claims made in the tender documentation before signing the contract, as regulated by Chapter VIII of the Tender Form.

d) We checked if ICMPD has taken all necessary measures to minimize the risk of corruption and found out the following:

- ICMPD did not document the statements and declarations provided by [REDACTED] in the Tender Forms that relate to Lots 1 and 2 for Tender 1. If ICMPD had requested documentation regarding the declared number and field of expertise of employees, the regular settlement of obligations for taxes and social security contributions, [REDACTED] would have to provide a Certificate issued by the Pension Insurance Institute of the RS (Certificate)¹⁰. An integral part of the Certificate is the list of employees with the specified profession /field of expertise for each of them. The list would have included the name of STE, i.e. [REDACTED], employee of [REDACTED], who participated in drafting the project proposal and preparing the tender documentation. This would prove that [REDACTED], despite stating otherwise in the Tender Form, was involved in the preparation of the tender documentation, which constitutes a breach of the principle of equality of treatment including distortion of competition that cannot be remedied otherwise.
- From the STE's CV, which was received along with the [REDACTED] recommendation to engage him, ICMPD was informed that the STE is a public servant, i.e. [REDACTED]

[REDACTED] Sarajevo ("Institute"). Instead, he was already engaged by the company which won the bid as stated under point "g" below.

ICMPD did not respect and abide by all laws and regulations in force in the country of its operation by failing to request that the STE provide a written consent from the Institute for his additional engagement. Had it done so, instead of the Institute's consent as he was not its employee at that time, the STE could have submitted a written consent from his actual employer at the time, [REDACTED].

e) We checked if Tender no. 1 and Tender no. 2 documentation, especially award criteria, have been in line with professional standards and with relevant regulations. We have reviewed the tender documentation. The tender consists of the following parts:

- Letter of invitation to tender
- Instructions to tenderers
- Tender Form
- Annex II - Terms of Reference
- Technical specifications
- Non-Disclosure Undertaking
- Model Financial Offer
- Contract and Special Conditions Services
- General Conditions for Service Contracts
- Contract and Special Conditions - Supply
- General Conditions for Supply Contracts
- Model Pre-financing Guarantee
- Administrative Compliance and Evaluation Grids_
- Business partner registration form – juridical person

Tender documentation including award criteria, have been in line with professional standards and with relevant regulations.

f) We checked if the selection of STE for development of ToR for Tender no. 1 was carried out in line with relevant procedures and if undue influence was exercised by any MIS Project counterparts. Our findings are as follows:

¹⁰ Please see Annex 6. Form PD 3100 Application/Change/Deregistration of contribution payment

- [REDACTED] (and later, [REDACTED]), recommended ICMPD to engage STE, [REDACTED]. Along with the recommendation, the [REDACTED] submitted the STE's CV to the ICMPD. It is quite possible that the [REDACTED] exerted undue influence on the ToR through his recommendation for the engagement of STE.

- The engagement of an expert, based on a credible recommendation, is by its nature in accordance with the ICMPD internal regulations, i.e. ICMPD Expert Contracting Procedure and ICMPD Expert Contracting Rules. However, this by no means suggests that ICMPD should not require the recommended expert to document his references and employment status as stated in their CV.

The cases in which a civil servant can be given permission to perform additional duties are regulated by the Decision of the BiH Council of Ministers dated April 29th, 2004 (Decision). The Decision was amended on June 24th, 2010.

ICMPD although required, did not respect and abide by the Decision as it did not request STE to provide a written consent from the Institute. Had it done so, instead of the Institute's consent as he was not its employee at that time, the STE could have submitted a written consent from his actual employer at the time, [REDACTED].

- g) We checked STE's engagement with the company in question as explained in paragraph f) above. According to the document issued by the RS Ministry of Finance - Tax Administration, the STE has been employed at [REDACTED] since September 28th, 2021¹¹.

- h) We checked if the STE's engagement had influenced the ToR for Tender no. 1 in a way to make it suitable only for the company in question. Our findings are as follows:

- On February 18th, 2022, ICMPD concluded a Special Services Agreement (SSA) number: HR2022 / 2220137) with [REDACTED].¹² In accordance with the special conditions of the SSA, Article 4, the STE is contracted for 8 working hours per day.
- Pursuant to the SSA ANNEX I General Conditions it is regulated as follows:
 - Article 2. Legal Compliance, para 2.1. The Subscriber shall respect and abide by all laws and regulations in force in the country of his/her workplace and/or duty station.
 - Article 5. Conflict of Interest paragraph 5.1. The Subscriber shall disclose to ICMPD any situation that could compromise the impartial and objective performance of this Agreement, and/or the legal framework, in whatever form regulating the action between ICMPD and a donor (Conflict of Interest). Such Conflict of Interest could arise in particular as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest. Any Conflict of Interest which could arise during the performance of this Agreement must be notified in writing to ICMPD without delay.

STE was in a conflict of interest because as an employee of [REDACTED], he was in a situation where he could influence the ToR for Tender 1 in a way that would make it suitable for the company he worked for.

- i) We checked if there are any elements of undue influence by the members of the PSC towards Technical Evaluation Committee. Our findings are as follows:

- [REDACTED], according to information we received from credible private sources, is closely related [REDACTED], from the date of its registration to liquidation, [REDACTED] previously worked on the ICMPD project implemented in Bosnia and Herzegovina.

¹¹ Please see Annex 6. Form PD 3100 Application/Change/Deregistration of contribution payment

¹² Please see Annex 5. Contractual documentation ICMPD - [REDACTED]

[REDACTED] is the limited liability company, registered on January 5th, 2018 at [REDACTED]. In the late 2019, [REDACTED] became the sole owner of [REDACTED]. The relationship of the PSC co-chair with [REDACTED], whose responsible person is his close relative and the owner who is also co-owner of the company [REDACTED], could enable undue influence on the Technical Evaluation Committee.¹³

j) We checked if the composition of the Project implementation teams was in line with MIS Project goals.

- MoS Minister has issued a Decision¹⁴ on appointment of the ITs, as follows:

IT Component I:	IT Component II:
[REDACTED], SFE [REDACTED], MoFA [REDACTED], MoFA¹⁵ [REDACTED], MoS [REDACTED], MoS¹⁶	[REDACTED], SFE [REDACTED], MoS [REDACTED], MoS

- IT Component I team member, [REDACTED] from MoS, is not a technical expert and therefore she did not participate in IT work. By the PSC decision, she is tasked with coordination of the PSC activities, but the PSC has not assigned her a ToR.

The composition of Project implementation teams was in line with MIS Project goals.

k) There is a clear Project set-up and distribution of roles:

- The Project policy is the responsibility of PSC consisting of SEM through Swiss Embassy; MoS, ICMPD Regional Coordination Office. The PSC appointed the TEC, composed of the IT members based on the proposals of the MoS and ICMPD representatives. The TEC was chaired by the [REDACTED]. Voting members of the TEC were ICMPD and IT members.
- Leading Implementer, the MoS Sector for International Relations and European Integration is in charge of operational meetings between MoS, ICMPD and ITs.
- Co-leading Implementer, ICMPD is in charge of Project management, technical know-how, and application of administration and financial procedures.

l) We propose a possible action plan with deadlines for necessary steps to address the situation or mitigation measures as follows:

1. Introduction

In their Agreement, Article 11 thereof, the SEM and ICMPD have undertaken to settle all disputes or conflicts peacefully through direct negotiations. Only in the event that a peaceful settlement is not possible, the signed contract is to be submitted to arbitration, which is governed by the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL)

¹³ Please see Annex 8. About [REDACTED] and its related party

¹⁴ Decision on the appointment of the PSC and Implementation Teams members of the project "Enhancement of the Migration Information System (to strengthen migration, asylum and border management) in Bosnia and Herzegovina" (DH-TET), number 05-14-1-3309-12/21 of November 29, 2021.

¹⁵ [REDACTED] participated in only one IT meeting, and then she was transferred from Sarajevo [REDACTED]. She was replaced by [REDACTED] from the MoFA IT Sector. However, in May 2022, [REDACTED] was appointed by the MoFA as a member of the Tender Evaluation Commission, so she did not participate in ITs activities.

¹⁶ [REDACTED] from MoS is not a technical expert and therefore did not participate in IT work.

The UNCITRAL Arbitration Rules can be used in the event that a contract is terminated based on allegations of corruption, but it is important to understand the limitations of the arbitration process in such a case. If the contract is terminated due to allegations of corruption, the parties may decide to settle their dispute through arbitration. In arbitral proceedings, the arbitrator will interpret the contract and determine whether the termination was justified under the terms of the contract. However, as in any arbitral proceeding, the role of arbitrators is limited to resolution of a dispute between the parties based on the evidence presented to them and their interpretation of applicable law. It is also important to note that if the allegations of corruption are criminal in nature, the parties may need to consider involving law enforcement or exploring other legal avenues beyond the arbitration. Therefore, although the UNCITRAL Arbitration Rules may be used in a case involving the termination of a contract due to allegations of corruption, it is important to seek legal advice on the best course of action and be aware of the limitations of the arbitral process in addressing such allegations.

Also, Article 13 of the Agreement, stipulates the application of anti-corruption clauses. Anti-corruption clauses are contractual provisions aimed at preventing or prohibiting corruption in project implementation. These clauses are usually incorporated in contracts concluded between companies or between companies and governmental authorities.

Anti-corruption clauses can take different forms and may include provisions such as:

- Prohibition of the payment of bribes;
- Requiring compliance with anti-corruption laws and regulations;
- Requiring prior disclosure and reporting of any potential conflict of interest;
- Requiring the implementation of adequate anti-corruption policies and procedures; and
- The right to terminate the contract due to the corruption.

Stipulating anti-corruption clauses in contracts can help prevent corruption and ensure the accountability of the parties for their actions. Also, these clauses can provide a mechanism for resolving corruption-related disputes that may arise during the term of the contract. It is important to ensure that anti-corruption clauses are properly drafted and implemented, and that they are enforceable under applicable law. It is also important to ensure that all parties to the contract understand the requirements and obligations imposed on them under anti-corruption clauses.

2. Grounds for suspected corruption

In the specific case, the auditor, as an independent entity, confirmed there were grounds for suspected corruption as stated in the allegations, in the following elements in particular:

- [REDACTED] recommended to ICMPD to engage STE, Mr. [REDACTED], to prepare the ToR for the tender for Component 1. At the time of the recommendation, Mr. [REDACTED] was an employee of [REDACTED]. Considering that [REDACTED] won the tender for Component 1, it is plausible that the [REDACTED] exerted undue influence on the preparation of the ToR.
- The ICMPD did not follow its internal rules and failed to ensure that the person who was preparing the tender ToR for Component 1 was independent. The expert who was preparing the ToR was, at that time, employed with the legal entity to which the contract was awarded, and therefore his hiring represented a conflict of interest;
- By not requiring the winning company to document that its employees did not participate in the preparation of the ToR for the Tender for Component 1 before signing the contract, ICMPD deviated from professional procurement standards and its internal procurement policies and procedures.

The ICMPD did not undertake anything to investigate the conflict of interest after receiving information about a direct connection between the STE who drafted the tender and the company that was awarded

the contract, and therefore it cannot be said that the ICMPD was acting in good faith in accordance with the anti-corruption provisions from Article 13 of the Agreement.

It is a fact that the selected bidder, i.e. [REDACTED] has been implementing software projects on the order of the project end beneficiaries for many years and that it is the major source of its business income. This fact indicates that [REDACTED] might be strongly connected with the responsible persons of the project end beneficiary. In accordance with the ethics provisions, these facts should have been disclosed at the initial stage or investigated by the ICMPD.

On the other hand, certain facts are in favour of the ICMPD as a party to the Agreement, namely the percentage of completion of the Project Component 1 of 80%¹⁷, confirmed by direct inspection by the audit team, previous experience of the selected company on a similar project preceding this one, which gives the selected company a strong comparative advantage and justifies its engagement in the context of cost optimization. Another mitigating factor for the ICMPD is the auditor's inability to determine possible financial damage, if any, for the SEM, as the costs match the budgeted amounts. In assessing possible damage, the limiting factor is the very nature of the engagement of the selected tenderer, which does not give an insight into comparative market data nor the possibility for a comprehensive assessment of possible damages, which can be crucial for arbitration and the assessment of the justification for terminating the Agreement.

Therefore, we recommend that the SEM requests a statement from the ICMPD management as a party to the Agreement regarding the violation of its own procedures and the failure to take measures to prevent the conflict of interest, including also the statement about the facts concerning Article 13 of the Agreement.

In our opinion, the requests of the SEM, in accordance with Article 13 of the Agreement, to be exempted from covering the costs related to the expert and the selected bidder are justified given that the ICMPD failed to disclose and take action regarding the information about the existence of conflict of interest of the expert and the connection between the management and the owner of the selected bidder with the members of the Project Steering Committee.

However, due to the nature of our engagement, and considering that the legislation governing the conduct of the parties is not the legislation governing the work of auditors, we recommend that any action be communicated with a legal team that is specialised in arbitration under the UNCITRAL Arbitration Rules, which can also represent the SEM in this process.

In case that SEM considers initiating arbitration to be excessive, it can directly communicate with ICMPD and request corrective measures, which may include further investigation or a review of the contract to prevent further procedure violations or potential conflicts of interest. The decision on this should be based on an assessment and analysis of the situation, taking into account all relevant facts and circumstances.

Although there are some facts that support ICMPD, such as the project completion rate of 80%, the previous experience of the selected company in a similar project, and the inability of the auditor to assess any potential financial damage to SEM, this does not mean that ICMPD should not investigate potential corruption and conflicts of interest related to the selected bidder and the end user.

ICMPD, as an organization that operates in accordance with ethical standards and legal regulations, should act in compliance with its contractual obligations and seek to ensure the integrity of the process, rather than just looking to promptly complete the project. Therefore, ICMPD should follow the necessary procedures to determine the presence of corruption and conflicts of interest, and based on that, make a decision about the future course of the project and corrective measures. Therefore, any additional procedure that might help in implementing corrective actions, should be agreed upon by both SEM and ICMPD, and specified in a separate contract that will be subject to continuous monitoring.

¹⁷ Please see Annex 7: [REDACTED] – Project implementation report

It is essential that ICMPD takes responsibility for implementing corrective measures and ensuring that the project is completed successfully without any further negative consequences. This will help to maintain its reputation as an ethical and responsible organization, and ensure that the interests of all parties involved are protected. The removal of all corruptive actions and creation of necessary preconditions for SEM to continue with project implementation are critical steps in achieving this goal. By doing so, ICMPD can build trust and maintain its reputation as a reliable partner for future projects. Therefore, it is important for ICMPD to be prepared to invest its own financial resources to minimize the consequences of corruption in this case. This is because ICMPD has a responsibility to ensure that the project is completed successfully and ethically, and that the interests of all parties involved are protected. By investing its own resources to address the corruption and its consequences, ICMPD can demonstrate its commitment to these values and maintain its reputation as an ethical and responsible organization.

3. Project continuation

In case SEM, after consulting with legal experts and upon obtaining necessary statements of accountability from ICMPD (i.e. covering the costs related to the STE and [REDACTED]), decides to continue with project activities by further engagement of the ICMPD or another implementing party, we propose the following:

What to do	Who	When
Notification of all stakeholders on the Decision to continue the implementation of the Project	SEM / Embassy	As soon as possible
Hold a PSC meeting and: - Obtain a written statement from all members of PSC (including ICMPD / another implementing party representatives) that they were not and are not in a conflict of interest with [REDACTED] and its related party. The written statement signed by PSC members should be prepared in advance and submitted to the Embassy at the PSC meeting. - In case it is necessary, change the members of the PSC - Make a decision on the voting rights of PSC Coordinator and his/her ToR. - Notification of all stakeholders about the activities undertaken in connection with received anonymous allegations.	SEM / Embassy	Few days after making the Decision
Activate ITs and [REDACTED]	Embassy and ICMPD/another implementing party	Immediately upon PSC meeting
Submit to the SEM/Embassy regulated transfer of rights over assets and intellectual property / industrial property rights, from ICMPD/another implementing party to the Project end beneficiaries	ICMPD/another implementing party and MoS (SFA and MoFA)	Few days upon PSC meeting

VI. VERIFICATIONS REQUIRED BY THE ANNEX TO ToR FOR SPECIAL AUDIT

1.1. Supporting documentation

We have verified the existence of supporting documentation justifying the costs by budget items/lines as follows:

COSTS BY BUDGET ITEMS/LINES	Supporting documentation.
1. Human Resources 1.1 Strategic Oversight and Regional Coordination 1.1.1 Regional Coordinator IP5 (5%) 1.1.2 Regional Associate Officer (5%) 1.2 Project Implementation Team 1.2.1 Project Manager LP3 (50%) 1.2.2 Project Assistant S1 (50%) 1.3 Project Operational Support	• Employment / recruitment procedure • CVs of all employed /recruited Project staff • Employment/Service contract and ToR; • Monthly time sheets; • Salary / fee calculations (net salary/fee, taxes, contributions); • Cost allocation • Salary/fee pay slips, • Bank statements
2. Travel 2.1 Per diems for missions/travel (equipment installation, monitoring) 2.1.1 Travel to BiH - international per diems (beneficiary services participants, staff assigned to Action: missions for procurement list validation, consultations, steering committees, monitoring of equipment installation) 2.1.2 Local travel within BiH (in-country travel incl. beneficiary services participants) 2.2 Travel costs for missions/travel 2.2.1 Travel to BiH - international travel (flights: beneficiary services participants, staff assigned to Action: missions for procurement list validation, ad hoc consultations, steering committees, monitoring of equipment delivery and installation, training delivery) 2.2.2 Local travel costs within BiH (in-country travel incl. beneficiary services participants) 2.2.3 Travel related costs (visa, travel insurance, etc.)	• Travel Order; • Mission Report; • Travel Expenses Calculation accompanying by bills, invoices and the like; • Travel Expenses Settlement; • Vehicle logbook if applicable, • Journal entry vouchers • Bank statements
3. Equipment and works for project beneficiaries (to be specified (and revised) during inception phase) 3.1 Upgrade of Migration Information System through including additional modules to E-Foreigner platform by: Introduction of online application systems for visas and residence permits; Extension of the E-foreigner system to police stations throughout the country; (total duration 14 months) 3.1.1 Analyses of existence system, hardware and technical documentations 3.1.2 Software upgrade 3.1.3 System testing 3.1.4 Creating project, technical and user manuals 3.1.5 User and administration training 3.2 Introducing of electronic residence permit cards (8 months) 3.2.1 Analyses of existence system, hardware and technical documentations 3.2.2 Procurement, delivery and installation of hardware – polycarbonate cards, printers specialized for personalization of polycarbonate cards, ICAO encryption/decryption infrastructure 3.2.2.1 Experts 3.2.2.1 Hardware 3.2.3 Software upgrade of existing system with defined technical requirements (duration: 5 months) 3.2.4 System testing 3.2.5 Creating project, technical and user manuals 3.2.6 User and administration training	• Tender dossiers for Component 1&2 (including the first and repeated tender for Component 1); • Contract with the selected supplier • Proof of completed work / part of work • Invoice • Journal entry vouchers and cost allocations • Bank statements

COSTS BY BUDGET ITEMS/LINES - continue	Supporting documentation.
4. Local office 4.1. Regional and local office costs (rent, maintenance and other services) 4.2 ICT Workstations 4.3 Office ICT Infrastructure 4.4 Accounting services	• Contract • Invoice /bill • Journal entry vouchers and cost allocations • Bank statements
5. Other costs, services 5.1 Interpretation, translation, proofreading, and printing 5.2 Monitoring and Evaluation	• Contracting /ordering procedure • Contracted proof of services done • Invoice/fee calculations (net, taxes, contributions); • Fee pay slips, • Journal entry vouchers • Bank statements

1.2. Principles of orderliness (financial regularity)

Project related matters:

- Authorized/approved expenditures, charged to the Project are properly supported by the valid documents
- Data on funds received as stated in the ICMPD Report on Budget Execution are generated from the SAP system.
The ICMPD bank statement for the bank account to which the funds were transferred was not available to us, nor did we obtain from SEM, as of the date of this draft Audit Report, documentation related to the transfer(s) of grant funds.
- Allocation of expenditures in conformity with the agreed budget(s),
- Local contracts conform with local legislation currently in force
- There were no previous reports on the financial review of the Project.

Accounting related matters:

- The accounts, supporting documents and financial statements and reports are arithmetically correct,
- The accounting entries are correct,
- Recordings of economic events and transactions in the general ledger accounts are timely.
- Financial statements and report information are in agreement with the general ledger accounts,
- Revenues are booked correctly
- The Project has no receivables or advance payments
- Balances of cash in hand and in banks are reconciled with the general ledger accounts,
- There were no previous reports on the financial review of the Project

1.3. Existence, adequacy and effectiveness of the Internal Control System (ICS)

- ICMPD internal organization (structures, functions, tasks, authority, responsibilities, methods, procedures, segregation of duties, etc.) is adequate
- Project and financial accounting and reporting process is effective
- ICMPD adheres the BiH applicable laws, regulations and instructions.
- Information and financial reports are generated from the SAP software system

1.4. Conformity with the project objectives and adherence to the contract conditions

- Agreement of Project transactions, expenditures and receipts are in compliance with the basic project documents (project description, programs of activities, contracts, terms of reference, budgets etc.),
- The SFA took over 100 QR scanners purchased from the grand funds (Provision of Software Solutions within the scope of MiS_BiH / Lot 2:
- QR scanners are located in the SFA warehouse.

- d) The clauses of the project agreement/contract have been mainly respected. Exceptions are given in the relevant Chapters of this Report.
- e) The expenditures correspond to the agreed budgets.

1.5. Economical conduct of business and effective use of financial resources

- a) Financial resources are utilized for the activities, as stipulated in the project agreement, contract with the consultant/implementer and terms of reference, always ensuring an appropriate level of cost and benefits;
- b) ICMPD applies adequate measures in the internal control system (ICS) in respect of the utilization of committed resources;
- c) ICMPD applies adequate management procedures relative to the various project transactions. This includes adequate segregation of duties for vital functions and processes, like entering commitments, authorizing and accounting of expenditures, reconciliation of cash on hand and in banks, follow-up on long outstanding debtors and creditors, physical control over inventories, etc.);
- d) Expenditures are in line with the agreed budget positions;
- e) ICMPD applies adequate bid and purchasing procedures. e.g. best cost/benefit ratio for materials and services, conformity of price offers with local practices and cost levels;
- f) Existence of the supporting documentation justifying the expenditures of local and foreign experts/consultants (rent, travel expenses, accommodations, allowances etc.);
- g) The expenditures related to national staff (gross salary, social and pension contributions, income taxes etc.) are in line with BiH law regulations;



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Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Confederation



Implemented by ICMPD
منفذ من طرف
ICMPD
International Centre for
Migration Policy Development
المركز الدولي لتطوير سياسات الهجرة



Meeting Minutes – Operational Steering Committee (OSC) 1st Meeting

Date: 31 May 2022

Location: Radisson Blu Hotel, Tripoli, Libya

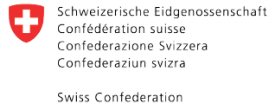
Purpose of the meeting: (1) Presentation and discussion of the proposed implementation Phase Work Plan of the LIBMITAF project, including any changes to the proposed activities, and discussion on the way forward on the activities temporarily on hold; (2) Presentation of the OSC composition, roles, and responsibilities as well as discussion on the technical ways of working of the project; (3) Discussion on the technical modalities of project implementation.

Key points

- After expressing high appreciation for ICMPD's successful work in Libya in the past, [REDACTED], Director of the International Organisations Department of the Libyan Ministry of Foreign Affairs and International Cooperation (MFA) and the Chair of the Operational Steering Committee (OSC), noted that **migration is of particular interest to Libya**. In this respect, she underscored the **interest of Libya to enhance capacities and attend migration dialogues** within the framework of the LIBMITAF project, and she highlighted the opportunity of this 1st official OSC meeting to discuss the details of the project and jointly agree on its inauguration;
- [REDACTED], Head of Operations at the EU Delegation to Libya, highlighted the importance of the extensive consultation process and she noted that **the EU jointly with the Swiss Confederation strongly believes in the LIBMITAF project**, which has the **aim to support the Libyan authorities in strengthening national mechanisms for addressing migration issues in Libya**;
- [REDACTED], Delegate for Migration at the Swiss Confederation Embassy, reiterated that **strengthening national mechanisms for addressing migration issues represents one of the most important areas in Libya**, to which the Swiss Confederation provides long-term support. He also highlighted that Switzerland was very happy to see how, partly thanks to ICMPD, the Libyan State is now actively participating to regional and international fora related to migration issues;



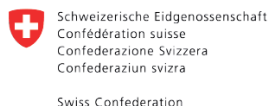
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- Following a detailed presentation by [REDACTED] Component Lead Migration Governance, [REDACTED] Senior Project Advisor, and [REDACTED], Project Coordinator, from the LIBMITAF project team, on the extensive consultations and the proposed Implementation Phase Work Plan of the LIBMITAF project and the activities temporarily put on hold, the Libyan stakeholders shared their remarks;
- [REDACTED], Director of the Diplomatic Institute (DI), noted that the **DI is mandated to supervise the development of training material for the Libyan diplomats**, including the migration dialogues training curriculum. The DI will closely analyse the training material proposed by ICMPD and it will revert with its remarks and recommendations;
- [REDACTED] ICMPD Focal Point at the International Organisations Department (MFA), welcomed the participation of the Libyan project stakeholders at the OSC meeting, which presents the opportunity for all stakeholders to share their remarks;
- [REDACTED], First Secretary of the Minister of State from Migration Affairs (MSMA) highlighted that **they shared their recommendations for the LIBMITAF project in writing via the MFA**;
- [REDACTED] Ministry of Interior (MoI), reiterated the **interest of the MoI to start the project implementation the soonest**. He also highlighted the need for capacity enhancement trainings with a duration of multiple days within the framework of the project, and he inquired about the comments of the Ministry of Justice (MoJ), whose representatives were not present at the meeting;
- [REDACTED], Chair of the National Team for Border Security and Management (NTBSM), highlighted the close connection between border management and migration, and noted that the NTBSM also includes members of the Libyan Coast Guard and other institutions mandated to work on border management topics, and for this reason will be able to represent their perspectives in the OSC. In addition, he highlighted **the need for all the stakeholders to appoint an official Focal Point to the LIBMITAF project with the view to have a technical working group with the capacity to discuss and coordinate the implementation of the project activities**;
- As the next step for the project, [REDACTED] noted that ICMPD can proceed with the implementation of the project in consideration of the national priorities of Libya. Given the absence of the MoJ at the meeting, she proposed to jointly agree on activities as a potential alternative to the activities focusing on migration legislation. In this respect, [REDACTED] proposed the establishment of a platform for dialogue to address common challenges with countries in the Saharan belt as well as the creation of a database to determine the number of irregular migrants in Libya. Moreover, [REDACTED] highlighted that she hopes the project donors will support ICMPD with the facilitation of dialogue between Libya and countries of origin. With respect to Libyans living abroad, she emphasized that the MFA stands ready to support and cooperate with them;
- [REDACTED], Head of Migration and Humanitarian Affairs Office at the International Organisations Department (MFA), shared the next steps for the project: (1) each stakeholder



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to the project should appoint an official Focal Point to the OSC; (2) **within 10 days, all stakeholders should share their potential final remarks on the project with the view to jointly agree on a date for the official signature of the project;**

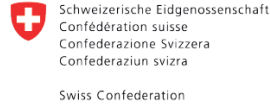
- With respect to the activities temporarily put on hold, it was agreed that the activities will continue to be kept on hold for the time being. In addition, it was agreed to continue with the technical meetings in preparation for the project activities (e.g. with respect to consular crisis preparedness and management and the migration dialogues training curriculum).

Next steps

- Within 10 days all the project stakeholders should (1) share their potential final comments on the project and (2) share their appointed Focal Points to the OSC with ICMPD via the MFA International Organisations Department;
- Organisation of the signing ceremony, during which the Libyan MFA and ICMPD will officially sign the approval to start the implementation of the LIBMITAF project.

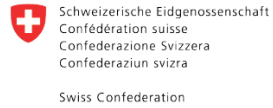
Participants:

Name (in alphabetical order)	Position and Organisation
Libyan stakeholders	
[REDACTED]	Director, Diplomatic Institute, Ministry of Foreign Affairs and International Cooperation
[REDACTED]	First Secretary, Ministry of State for Migration Affairs
[REDACTED]	Third Secretary, International Organisations Department, Ministry of Foreign Affairs and International Cooperation ICMPD Focal Point
[REDACTED]	Director of the Monitoring and Evaluation Office/Foreign Relations Committee, Ministry of Interior
[REDACTED]	Third Secretary, International Organisations Department, Ministry of Foreign Affairs and International Cooperation
[REDACTED]	Director, International Organisations Department, Ministry of Foreign Affairs and International Cooperation
[REDACTED]	Advisor, Ministry of State for Migration Affairs
[REDACTED]	Team Member, Diplomatic Institute, Ministry of Foreign Affairs and International Cooperation
[REDACTED]	Head of Migration and Humanitarian Affairs Office, International Organisations Department, Ministry of Foreign Affairs and International Cooperation
[REDACTED]	Chair, National Team for Border Security and Management



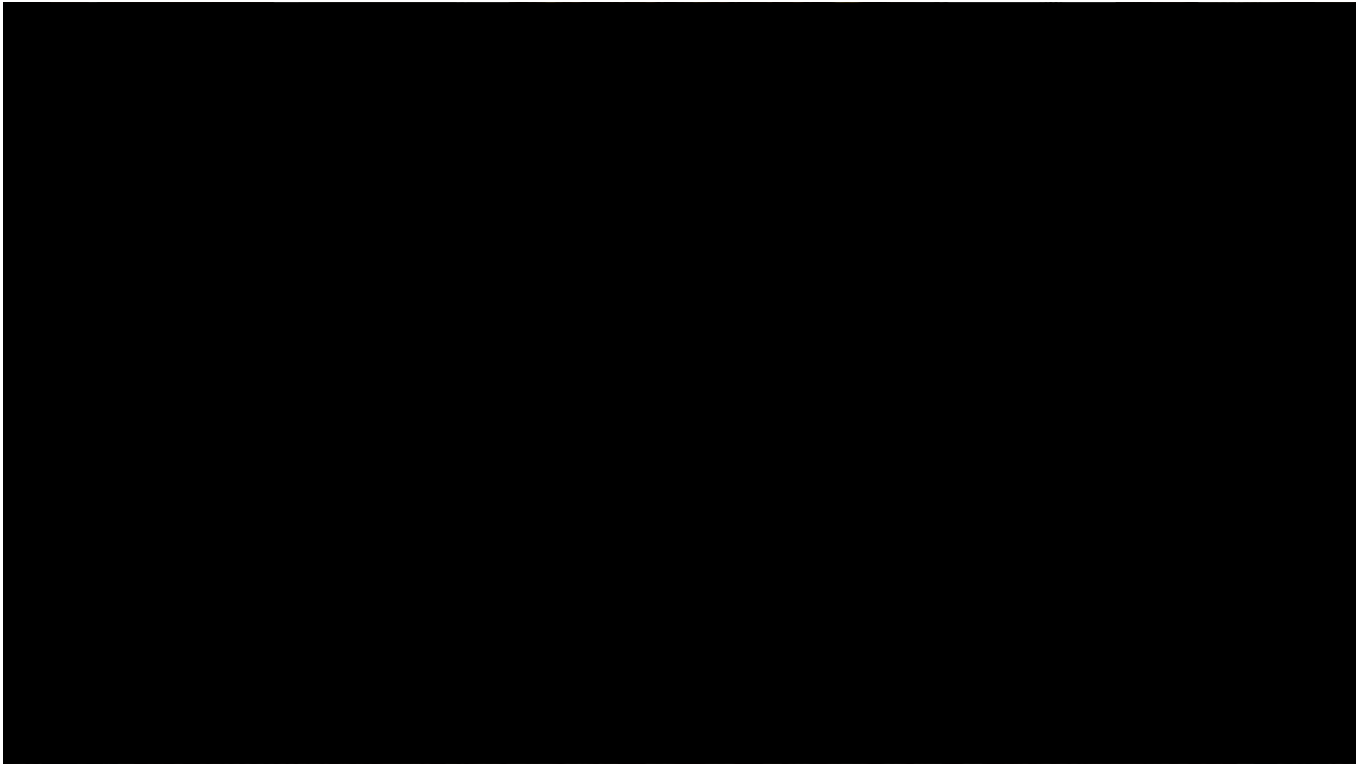
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	Office of the Deputy Minister for International Cooperation, Ministry of Foreign Affairs and International Cooperation
	Diplomatic Institute, Ministry of Foreign Affairs and International Cooperation
	National Team for Border Security and Management
Project Donors	
	Delegate for Migration, Embassy of Switzerland in Tunis
	Head of Operations, EU Delegation to Libya
	Embassy of Switzerland in Tunis
ICMPD	
	National Project Advisor
	Junior Project Associate
	Project Coordinator
	Project Assistant
	Component Lead Migration Governance
	Senior Advisor
	Associate Project Officer
	Associate Project Officer
	Project Assistant



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Photos:



Project name:LIBMITAF

Project duration:24 months

Budget for the action

Costs	TOTAL Budget				YEAR 1 Budget				Disaggregation of costs by donors:		
	Unit	# of units	Unit rate (in EUR)	Total Costs (in EUR)	Unit	# of units	Unit rate (in EUR)	Total Costs (in EUR)	Costs EUTF (in EUR)	Costs SEM (in EUR)	Costs PHRD-FDFA (in EUR)
1. Human Resources											
1.1. Strategic Oversight	per month	1.2	10,800	12,960	per month	0.6	10,800	6,480	11,029.79	1,930.21	-
1.2. Programmatic Coordination & Operational support	per month	6.0	8,432	50,591	per month	3.0	8,432	50,591	43,056.17	7,534.83	-
1.3 Technical expertise (Security)	per month	2.4	7,540	18,096	per month	1.2	7,540	9,048	15,400.85	2,695.15	-
1.4 Project Support Team (Resource/Financial Management & Procurement)	per month	14.4	7,310	105,264	per month	7.2	7,310	52,632	89,586.38	15,677.62	-
1.5 Technical and Operational Project Team in TUN and LYB				702,562				351,281	597,924.77	104,636.83	-
TUNIS											
1.5.1 Project Coordinator TUN (100%)	per month	24.0	9,500	228,000	per month	12.0	9,500	114,000	194,043	33,957	-
1.5.2 Migration Governance Component Lead TUN (100%)	per month	24.0	6,800	163,200	per month	12.0	6,800	81,600	138,894	24,306	-
1.5.3. Associate Project Officer TUN (100%) IP1	per month	24.0	5,159	123,816	per month	12.0	5,159	61,908	105,375	18,441	-
1.5.4 National Project Assistant TUN (100%)	per month	24.0	1,477	35,446	per month	12.0	1,477	17,723	30,166	5,279	-
1.5.5 National Admin/Finance Officer in TUN (30%)	per month	7.2	2,125	15,300	per month	3.6	2,125	7,650	13,021	2,279	-
TRIPOLI											
1.5.6 National Associate Project Officer LYB (100%) LP1	per month	24.0	3,345	80,280	per month	12.0	3,345	40,140	68,323	11,957	-
1.5.7 National Project Assistant LYB (100%)	per month	24.0	2,355	56,520	per month	12.0	2,355	28,260	48,102	8,418	-
Subtotal Human Resources				889,473				470,032	756,998	132,475	-
2. Travel											
2.1 International travel											
2.1.1 International flights	Per flight	294	400	117,600	Per flight	132	400	52,920	86,468	15,132	16,000
2.1.2 Per diems for missions/travel (Tripoli, Tunis, EU)	Per diem	976	182	177,712	Per diem	439	182	79,934	129,549	22,671	25,491
2.1.3 Travel related costs (visa, and insurance)	lump sum	1	8,000	8,000	lump sum	1.00	3,500	3,500	6,809	1,191	-
Subtotal Travel				303,312				136,354	222,826	38,995	41,491
3. Equipment and supplies											
3.1 Purchase of laptops, mobile phones and office/training equipment	lump sum	1	30,000	30,000	lump sum	1.00	20,000	20,000	25,532	4,468	-
Subtotal Equipment and supplies				30,000				20,000	25,532	4,468	-
4. Local Office											
4.1 Local Office Tripoli Compound (Office and secure accomodation for staff on-site, electricity, water, and internet)	Per month	24	8,000	192,000	Per month	12	8,000	96,000	163,404	28,596	-
4.2 Back offices in Tunis, RCO and HQ including all office/equipment rent, equipment rents and purchases, services and consumables	Per man/month	127	700	89,040	Per man/month	64	700	44,520	75,779	13,261	-
Subtotal Local Office				281,040				140,520	239,183	41,857	-

5. Other costs and services											
5.1 Translation, interpreters, proofreading, editing											
5.1.1 Translation, proofreading, editing	Per action	44	1,000	44,000	Per action	20	1,000	19,800	33,191	5,809	5,000
5.1.2 Interpretation (incl equipment)	Per action	23	3,000	69,000	Per action	10	3,000	31,050	43,404	7,596	18,000
5.2 Costs of workshops/seminars/meetings											
5.2.1 Communication and visibility actions	Per action	48	1,000	48,000	Per action	22	1,000	21,600	36,596	6,404	5,000
5.2.2 Printing workshop materials	Per event	26	800	20,800	Per event	12	800	9,360	13,617	2,383	4,800
5.2.3 Secure meeting space and catering for Workshops	Per event	23	2,348	54,000	Per event	10	5,217	54,000	35,724	6,252	12,025
5.3 Short-term Experts	Average per day	939	400	375,474	Average per day	422	400	168,963	246,701	43,173	85,600
5.4 Project Advisors											
5.4.1 National Project Advisor	Average per day	120	400	48,000	Average per day	60	400	24,000	40,851	7,149	-
5.4.2 Senior project Advisor	Average per day	150	400	60,000	Average per day	75	400	30,000	51,064	8,936	-
5.5 Security costs											
5.5.1 Security related Communication devices in Tripoli (Radio UHF/Sat-Phones/ISOS)	lump sum	1	30,000	30,000	lump sum	1.00	20,000	20,000	25,532	4,468	-
5.5.2 Security Services in Libya	per day	32	3,000	96,000	per day	16	3,000	48,000	68,936	12,064	15,000
5.6 Internal Monitoring, Evaluation & Learning	per day	48	510	24,480	per day	24	510	12,240	20,834	3,646	-
5.7 Bank charges	per month	24	400	9,600	per month	12	400	4,800	8,170	1,430	-
Subtotal Other costs, services				879,354				443,813	624,620	109,309	145,425
6. Subtotal direct eligible costs of the Action (1-6)				2,383,178				1,210,719	1,869,159	327,103	186,916
7. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)		0%		-		0%		-	-	-	-
8. Total direct eligible costs of the Action (7+ 8)				2,383,178				1,210,719	1,869,159	327,103	186,916
9. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action)	flat rate	7%		166,822.47	flat rate	7%		84,750.35	130,841.13	22,897.20	13,084
10. Total eligible costs (9+10)				2,550,001				1,295,470	2,000,000	350,000	200,000
Expected sources of funding:				Amount in EUR					share of co-financing contribution in %age		
1. EUTF				2,000,000					85%		
2. State Secretariat for Migration (SEM)				350,000					15%		
sub-total: co-financing contributions				2,350,000					100%		
Additional earmarked contribution											
3. Peace and Human Rights Division of the Federal Department of Foreign Affairs (PHRD-FDFA)				200,000					earmarked contribution		
Total expected contributions				2,550,000							

Budget for the Action	Budget line Description	Cost Estimate Justification
1. Human Resources		
1.1. Strategic Oversight	The Director for Migration Dialogue and Cooperation (MDC) based in Vienna will advise the Regional Coordinator on policy and strategic orientation of the Action in line with other EU funded initiatives implemented in different regions. Participation in high-profile events of the Programme will also be secured to ensure strategic commitment from the beneficiaries' side and wider visibility of results.	av. of 5% (2 hours per week) * 24 months; unit rate is established according to the approved ICMPD budgetary rules
1.2. Programmatic Coordination & Operational support	Programmatic Coordination and Operational Support oversees and monitors the project coordination and management for the regional and institutional perspective, including responsibility for the project, ensures the complementarity of work with other regional activities, and efficiency in implementation across the board.	av 25% (10 h per week) * 24 months; unit rate is established according to the approved ICMPD budgetary rules
1.3 Technical expertise (Security)	Technical expertise on Security issue will be ensured through qualified risk mitigation advice provided during project implementation. It would include: Monitoring and assessment of the local and regional security environment, in order to assess potential threats and risks which may impact on staff, other assets, and on the project implementation; Supporting drafting of procedures, with a direct responsibility on those related with security and liaising and maintaining a network of contacts relevant for the position.	av 10% (4 hours per week)*24 months; unit rate is established according to the approved ICMPD budgetary rules

1.4 Project Support Team (Resource/Financial Management & Procurement)	Project Support Team provides administrative and financial management support to the project and ensures appropriate internal monitoring and control, as well as compliance with donor requirements. This team is comprised of several positions which ensure economy of scale and efficient resources deployment and cover such areas as project resources management, procurements management, allocation of human resources to the project, HR administration, experts management, travel management, developing and maintaining the ICT solutions and data protection for the project; certification of project expenditures, verification and filing of supporting documents, maintenance of projects accounting system and project cash flow, execution of payments, preparation of financial statements and financial report to donors.	av. 60% (24 h per week)*24 months; unit rate is established according to the approved ICMPD budgetary rules
1.5 Technical and Operational Project Team in TUN and LYB	The Project Team is composed by a Coordinator, a Component Lead for Migration Governance (Senior Officer), two Associate Project Officers (Junior Officers) and two Assistants. To be noted that this will be a 24 months Project with approximately 48 specific sub-activities to be implemented. The work will be implemented in parallel by two teams implementing each at least one sub-activity every month.	
TUNIS		
1.5.1 Project Coordinator TUN (100%)	Responsible for overall project management. Coordinates and leads the work of the project team, including strategic decisions regarding long-term experts, communication and dissemination and day-to-day management the project. Monitors and revises the action plan and budget as needed; oversees the organisation of outputs, monitors external expert recruitment and procurement of services; plans, participates in and facilitates project events; liaises with and maintains working level contacts with direct counterparts in EU delegations and DG NEAR; and prepares coordination and steering group meetings and project reports.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules

1.5.2 Migration Governance Component Lead TUN (100%)	Responsible for the management of the Libya programme's project activities on migration governance and for ensuring the direction of project activities, delivery of project outputs and the achievement of project targets and results. Conceptualises, plans and prepares substantive project activities, outputs and content, and assesses quality and relevance of progress toward and completion of planned, high-quality project products and results. Plans, initiates, coordinates and contributes to project outputs and production processes for data, research and analytical outputs, including writing and editing. The Component Lead ensures timely and qualitative delivery of activities outputs and achievement of the results in close collaboration with the project team, project beneficiaries and donors as well as manages a smooth project finalisation and closure.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules
1.5.3. Associate Project Officer TUN (100%) IP1	Support the implementation of project activities. It contributes to the organisation of project activities and administration of project inputs according to the approved project documentation, work plans and budgets. It also contribute to donor reporting and implement monitoring and evaluation activities. This position is classified as international and will be based in Tunis.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules
1.5.4 National Project Assistant TUN (100%)	Support the project team with all logistical and administrative tasks of the project activities, including expert recruitment and contract management, the organisation of events, meetings, travels and missions, procurement of services and liaising with service providers, as well as maintaining overall project documentation and accurate records. This position is based in Tunis.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules
1.5.5 National Admin/Finance Officer in TUN (30%)	This is local position, part of the Project Support Team and provides on site administrative and financial management support to the project and ensures appropriate internal monitoring and control, as well as compliance with donor requirements. This position is based in Tunis.	av 30% (12 hours/week)*24 months; unit rate is established according to the approved ICMPD budgetary rules

TRIPOLI		
1.5.6 National Associate Project Officer LYB (100%) LP1	Support the implementation of project activities. It contributes to the organisation of project activities and administration of project inputs according to the approved project documentation, work plans and budgets. It also contribute to donor reporting and implement monitoring and evaluation activities. This position is classified as local position and will be based in Tripoli.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules
1.5.7 National Project Assistant LYB (100%)	Support the project team with all logistical and administrative tasks of the project activities, including expert recruitment and contract management, the organisation of events, meetings, travels and missions, procurement of services and liaising with service providers, as well as maintaining overall project documentation and accurate records. This position is based in Tripoli.	full time position*24 months; unit rate is established according to the approved ICMPD budgetary rules
2. Travel		
2.1 International travel		
2.1.1 International flights	A total of 294 flights for participants, experts and staff to attend workshops, trainings, dialogue meetings, study visits, missions to Tripoli and any other project activity. This initial number is calculated on the planned number of events and an average number of participants per event.	The unit cost of flights is calculated as average between flight costs Tunis-Tripoli, Tunis-EU destinations and Tunis-Dialogue missions/study visits destinations.
2.1.2 Per diems for missions/travel (Tripoli, Tunis, EU)	A Total of 976 single DSA are planned for participants, experts and staff to attend workshops, trainings, dialogue meetings, study visits, missions to Tripoli and any other project activity. This initial number is calculated on the planned number of events and an average number of participants per event.	The unit cost of DSA is based on the EU DSA rates and calculated as average between DSA in Tunis, Tripoli, EU and other Dialogue missions/study visits destinations.
2.1.3 Travel related costs (visa, and insurance)	This BL will be necessary to cover the costs of visas, travel insurances, eventual PCR tests or necessary vaccinations for participants, experts and staff.	The amount was estimated based on the previous experience of the EU funded Project in Libya.

3. Equipment and supplies		
3.1 Purchase of laptops, mobile phones and office/training equipment	Purchase of equipment for the six components of the Project team (laptops, monitors, docking stations, keyboards and mobile phones). Purchase of training equipment for the self-organised trainings (two projectors, one large monitor for videoconferencing, ten laptops, two licences for videoconferencing software. Purchase of Tripoli office furniture (desks, chairs and cupboards).	These costs estimation is based on the standard cost paid by ICMPD for similar equipment.
4. Local Office		
4.1 Local Office Tripoli Compound (Office and secure accommodation for staff on-site, electricity, water, and internet)	This budget line covers all costs directly related to the rent of the project office and staff accommodation in Tripoli, including office premises maintenance costs and utilities.	These costs are estimated based on the costs in the local market in Tripoli, such as Office rent, any direct costs related to maintenance and efficient fuctioning of the Project office. The project office is only allocating the staff of this project .

4.2 Back offices in Tunis, RCO and HQ including all office/equipment rent, equipment rents and purchases, services and consumables	Office costs assigned to the project are directly linked to the staff involved in the project implementation. Only the portion corresponding to the project duration and the rate of actual use of the project office for the purpose of the project have been budgeted. Office costs are determined in accordance with the methodology verified by the 6 pillar assessment and audited by ICMPD external auditor in the course of the annual statutory audits. List of costs included in the operating costs of project offices allocated to the project as per the ICMPD cost accounting approach is the following (but not limited to): - Depreciation and amortisation costs of assets (including hard- and software) as per ICMPD's accounting policies, rental costs of premises and proportional building maintenance costs; rental costs and/or lease of equipment and assets comprising the project office. - Office rent and costs of maintenance and repair contracts specifically awarded for the operations of the project office. - Costs of consumables and supplies, including non-depreciable items as per ICMPD's accounting policy, specifically purchased for the operations of the project office. - Costs of ICT services, telecommunications costs, costs of software licenses specifically purchased for the operations of the project office. - Costs of energy and water, including communal utility costs (e.g. waste water, garbage) specifically supplied for the operations of the project office. - Costs of facility management contracts specifically awarded for the operations of the project office, including security fees and insurance costs for premises and liabilities of staff.	est. 127 man/month of staff directly working on the project from different locations (HQ, Malta Regional office and Tunis FO) * average rate of EUR 700 per man/month
5. Other costs and services		
5.1 Translation, interpreters, proofreading, editing		
5.1.1 Translation, proofreading, editing	This BL will cover the costs of translation, proof-reading and editing of all necessary background documentation for the project events and for the policy support actions.	The amount was estimated based on the previous experience of the EU funded Project in Libya.
5.1.2 Interpretation (incl equipment)	This BL will cover the costs of interpretation for all project events.	The amount was estimated based on the previous experience of the EU funded Project in Libya.

5.2 Costs of workshops/seminars/meetings		
5.2.1 Communication and visibility actions	This BL will cover the costs of communication and visibility for all project events and for the policy support actions. It includes also the costs of production of specific project related visibility products.	The amount was estimated based on the previous experience of the EU funded Project in Libya.
5.2.2 Printing workshop materials	This BL will cover the costs of printing of all necessary background documentation for the project events.	The amount was estimated based on the previous experience of the EU funded Project in Libya.
5.2.3 Secure meeting space and catering for Workshops	This BL will cover the costs of meeting venues and catering in secured venues for all planned project events.	The total amount is based on the planned number of participants and was estimated based on the previous experience of the EU funded Project in Libya.
5.3 Short-term Experts	The 939 Expert days are calculated on an average number of expert days per every different type of event or policy action multiplied by the total number of specific event/policy action planned.	The Unit cost of Expert -day is based on the average amount paid by ICMPD to experts in Projects.
5.4 Project Advisors		
5.4.1 National Project Advisor	Political and strategic advice to the Project Team. Provision of local knowledge. This incumbent should ideally be a Libyan professional with solid contacts to the Libyan authorities as well as the relevant civil society institutions; the role of this team member is to pave the way for smooth coordination with the beneficiary, and to ensure that the project is well positioned within the respective and relevant Libyan decision making circles. T	The allocated cost is based on the current cost for the same position under the previous EU funded project in Libya.
5.4.2 Senior Project Advisor	The Senior Project Advisor is providing technical advise to the Project team. The incumbent, should be a person highly qualified in the field of migration governance and have a solid expertise in the Regional and Libyan context.	The allocated cost is based on the current cost for the same position under the previous EU funded project in Libya.
5.5 Security costs		

5.5.1 Security related Communication devices in Tripoli (Radio UHF/Sat-Phones/ISOS)	Considering the volatility of the situation in Libya, the project will require a solid security system, which includes communication equipment, membership in a credible security service for information and risk analysis, as well as other items related to the safety of the staff and experts.	The cost is based on the costs incurred by the previous EU funded project in Libya. In addition, other ICMPD project in similar situations are taken as reference.
5.5.2 Security Services in Libya	This cost is related to the security provision for International staff and experts while present in Libya. ICMPD's internal security procedures and suppliers are taken into account.	The estimate cost is based on the actual costs incurred by the previous EU funded project in Libya multiplied by the number of estimated days of presence of international staff in Libya.
5.6 Internal Monitoring, Evaluation & Learning	Focuses on supporting projects to develop a theory of change; MEL framework, plan and tools that support that and other MEL related and results-focused support.	est 41 expert days * av rate of EUR 510/day
5.7 Bank charges	Bank charges cover costs of bank transfers, financial guarantees as well as negative interest charges for credit balances at ICMPD bank account.	est average rate of EUR 400/month* 24 months

FINANCIAL PLAN (INTERNAL USE ONLY)

Date: 26.03.2021

Applicant: International Centre for Migration Policy Development

2 WS Tun, 2 WS Tri; 2 Study Visits; 5 Policy Actions

Project title: Libya Technical Assistance Facility

Project duration: 24 months

Type of expenditure						
1. PROJECT RELATED STAFF EXPENDITURE	unit	number of units	Unit rate in EUR	percentage of use for project	percentage amount in EUR	Cost in EUR
1.1. Strategic Oversight	Per month	24	10,800	5%	540	12,960
1.2. Programmatic Coordination & Operational support	Per month	24	8,432	25%	2,108	50,591
1.3 Technical expertise (Security)	Per month	24	7,540	10%	754	18,096
1.4 Project Support Team (Resource/Financial Management & Procurement)	Per month	24	7,080	62%	4,386	105,264
1.4 Technical and Operational Project Team in TUN and LYB						702,562
TUNIS						
1.4.1 Project Coordinator TUN (100%)	Per month	24	9,500	100%	9,500	228,000
1.4.2 Migration Governance Component Lead TUN (100%)	Per month	24	6,800	100%	6,800	163,200
1.4.3. Associate Project Officer TUN (100%) IP1	Per month	24	5,159	100%	5,159	123,816
1.4.3 National Project Assistant TUN (100%)	Per month	24	1,477	100%	1,477	35,446
1.3.5 National Admin/Finance Officer in TUN (30%)	Per month	24	2,125	30%	638	15,300
TRIPOLI						
1.4.4 National Associate Project Officer LYB (100%)	Per month	24	3,345	100%	3,345	80,280
1.4.5 National Project Assistant LYB (100%)	Per month	24	2,355	100%	2,355	56,520
Subtotal Human Resources						889,473
2. ACTIVITIES						
2.1. Activity 1: [4] Technical coordination meetings with stakeholders						
2.1. Travel costs	flight tickets	24	400	100%	400	9,600
2.2. Per diems	per day	48	141	100%	141	6,768
2.3. Visibility	per event	4	1,000	100%	1,000	4,000
Sub-total Activity 2.1.						20,368
2.2. Activity 2: Trainings / Workshops / Conferences						
2.2.1. Activity 2.1.: [8] Training Sessions on various topics for Libyan Administrations, Libyan CSOs, INGOs in Tripoli (av. 15 pax + 4 ICMPD & experts per training)						
2.2.1.1. Travel	participants, ICMPD + experts	32	400	100%	400	12,800
2.2.1.2. Per diems	participants, ICMPD + experts	128	204	100%	204	26,112
2.2.1.3. Meeting room with equipment & catering	per event	8	2,000	100%	2,000	16,000
2.2.1.4. Interpretation	per event	8	3,000	100%	3,000	24,000
2.2.1.5. Experts	consultancy fees	80	400	100%	400	32,000
2.2.1.6. Security services in Lybia	per trip/pax	32	3,000	100%	3,000	96,000
Sub-total Activity 2.2.1:						206,912
2.2.2. Activity 2.2.: [7] Trainings Sessions on various topics for Libyan Administrations, Libyan CSOs, INGOs in Tunis (av. 10 pax + 2 ICMPD & experts per training)						
2.2.2.1. Travel	participants, ICMPD + experts	84	400	100%	400	33,600
2.2.2.2. Per diems	participants, ICMPD + experts	336	141	100%	141	47,376
2.2.2.3. Meeting room with equipment & catering	per event	7	2,000	100%	2,000	14,000
2.2.2.4. Interpretation	per event	7	3,000	100%	3,000	21,000

2.2.2.5. Experts	consultancy fees	70	400	100%	400	28,000
Sub-total Activity 2.2.2:						143,976
2.2.3. Activity 2.2.3.: [5] Study Visits on various topics for Libyan Administrations, Libyan CSOs, INGOs (av. 10 pax + 4 ICMPD and experts)						
2.2.3.1. Travel	participants, ICMPD + experts	70	400	100%	400	28,000
2.2.3.2. Per diems	participants, ICMPD + experts	280	250	100%	250	70,000
2.2.3.3. Meeting room with equipment & catering	per SV	5	2,000	100%	2,000	10,000
2.2.3.4. Interpretation	per SV	5	3,000	100%	3,000	15,000
Sub-total Activity 2.2.3:						123,000
Sub-total Activity 2.2.:						473,888
2.3. Activity 2.3.: [2] Conference (av. 40 pax/conference)						
2.3.1. Travel	participants, ICMPD + experts	80	400	100%	400	32,000
2.3.2. Per diems	participants, ICMPD + experts	160	141	100%	141	22,560
2.3.3. Meeting room with equipment & catering		2	6,000	100%	6,000	12,000
2.3.4. Interpretation		2	3,000	100%	3,000	6,000
2.3.5. Travel related costs (visa and insurance, etc)		2	4,000	100%	4,000	8,000
2.3.6. Experts		38	400	100%	400	15,200
Sub-total Activity 2.3.:						95,760
2.4. Activity 2.4.: [4] Dialogue Missions						
2.2.1.1. Travel	participants, ICMPD	4	400	100%	400	1,600
2.2.1.2. Per diems	participants, ICMPD	24	204	100%	204	4,896
2.2.1.3. Meeting room with equipment & catering	per event	1	2,000	100%	2,000	2,000
2.2.1.4. Interpretation	per event	1	3,000	100%	3,000	3,000
Sub-total Activity 2.4.:						11,496
4. Local Offices						
4.1 Local Office Tripoli Compound (Office and secure accomodation for staff on-site,	Per month	24	8,000	100%	8,000	192,000
4.2. Purchase of laptops, mobile phones and office/training equipment	lump sum	1	30,000	100%	30,000	30,000
4.3 Back offices in Tunis, RCO and HQ including all office/equipment rent, equipmen	Per man/month	127.20	700	100%	700	89,040
Subtotal for Local Office						311,040
5. Security costs						
5.1 Security related Communication devices in Tripoli (Radio UHF/Sat-Phones/ISOS)	lump sum	1	30,000	100%	30,000	30,000
Subtotal for Security costs:						30,000
6. Other costs						
Printing workshop materials	per event	26	800	100%	800	20,800
Translation, proofreading, editing	per event	44	1,000	100%	1,000	44,000
Visibility	per event	44	1,000	100%	1,000	44,000
Internal Monitoring, Evaluation & Learning	per day	48	510	100%	510	24,480
Bank charges	per month	24	400	100%	400	9,600
Experts	expert fee	1,021	400	100%	400	408,274
Sub-total for Other costs:						551,154
7. Direct total project expenditure						2,383,178
8. project related lump sum as a percentage of direct project expenditure (overhead)	Percentage	7.00%				166,822
9. total project expenditure including lump sum						2,550,001
10. applied for allocation including lump sum						2,550,001

Final Report

Project: Manage increased influx of migrants in Kosovo

Title of Project	Manage increased influx of migrants in Kosovo (MIK)		
Contract/Reference Number	N/A		
Project Start Date	01/04/2021	Project End Date	15/12/2022
Project Budget	298,926 Euro		
Donor	Swiss State Secretariat for Migration (with the support of the Swiss Cooperation Office in Kosovo)		
Implementing Partner	ICMPD, Regional Office Western Balkans and Türkiye		
Contact Person	Tamer KILIC		
Telephone	██████████	Email	Tamer.Kilic@icmpd.org

Project Overview: Objectives and Main Results

The **overall objective** of the project was to support Kosovo authorities in the more efficient management of the influx of migrants in line with international standards for the protection of migrants' rights.

Based on this overall objective; project aimed to support "Technical preparedness of the Kosovo Border Police for the registration of migrants is enhanced through the availability of adequate biometric equipment". (Output 1)

The project was developed based on a request of the Kosovo Border Police (KBP), which was initiated in spring 2020 for the provision of 60 digital fingerprint scanners and 60 biometric tablets and was based on an initial cost estimate provided by the KBP, shared by the Department of Citizenship, Asylum and Migration (DCAM) of the Ministry of Internal Affairs (MIA) to the ICMPD project team on 'Strengthening Migration Management Authorities in Kosovo (MIMAK) with a request to support MIA for identifying funding.

Following initial discussions with the KBP, a related project proposal was developed and submitted after consultations with SDC in August 2020 to SDC for funding. In March 2021, the Swiss Secretariat for Migration (SEM) approved the project for funding. SEM and ICMPD signed a contract in April 2021.

The project, faced numerous complications, which caused delays during its implementation. Initially a delay of several months was related to newly established price estimates determined during April-May 2021, which were different than estimated prices communicated by KBP other than those shared by the KBP and DCAM during the preparatory phase of the project.

During the project implementation phase, and different from during the initial planning phase, the KBP requested specific models of the fingerprint scanners and biometric tablets and furthermore a particular type of licence that would ensure the integration of the fingerprint scanners and biometric tables in the Kosovo Border Management System (BMS) and the Automated Fingerprint Identification System (AFIS) of the Kosovo Forensics Agency (KFA). Furthermore, during the first months of the project implementation, KBP also informed that only one local supplier was authorized to work on the integration of those referred fingerprint scanner and tables in the AFIS system.

Both developments were discussed among ICMPD and the beneficiary institution, and it was decided to agree to revise the project planning to procure those specific type of fingerprint scanners and biometric tablets and referred licences.

Both requests required the project team to seek derogation from the procurement procedures of ICMPD to be able to get offers from a single supplier. However, this resulted in receiving a very high price offer for the fingerprint scanners and licenses received in first bidding procedures. This led to first delays as the tenders had to be re-issued several times to explore the identification of alternative price offers to provide as many devices as possible within the available budget.

KBP, following recognizing the high prices of offers for this specific equipment and related specific licences as part of the tender process, requested a reduced number of devices to be provided, i.e. 30 fingerprint scanners and 20 biometric tablets.

This has been accommodated by the project, and revised Requests for Quotation were issued during July 2021. While these tenders were successful for getting the fingerprint scanners and tablets, the KBP member of the evaluation commission raised concerns related to the licences offered by the vendors, as they were not suitable to be used in a compatible manner with existing structures, which is why the tender(s) had to be re-issued in November 2021.

Eventually, and only after repeating the tender procedures, the project received suitable offers in November 2021 upon conducting a direct procurement process. The offerer confirmed in a request for clarification that the licenses proposed within this offer were fully in line with the KBPs and KFA requirements, and the evaluation commission, including a KBP member, assessed this offer as successful. Based on the offer received and upon conducting further negotiations, the project team increased the number of tablets to be provided from 20 to 26 to make the best use of the funds available to provide the maximum number of devices to the Kosovo partner.

While the contract was completed on 21 January 2022 defining the delivery time of the devices to 2 and 4 weeks, the supplier informed end of January 2022 that due to several unforeseen events, such as delays in producing one minor part of the tablets, the finalization of the production of the tablets was delayed for several weeks due to holiday season in China, the country of production of the devices (i.e. related to Chinese New Year, when everything is closed). A further unexpected delay occurred upon this, as the production place was under lockdown and the equipment got stuck in China, with the company being unable to ship the tablets to Europe. All this caused a further 3 month delay in the project implementation.

Devices, i.e. 30 fingerprint scanners and 26 biometric tablets, have been delivered to Kosovo in February and April 2022, and handed over to the KBP in a ceremony hosting the Minister and Deputy Minister of Internal Affairs, the Head of Kosovo Police, the Head of Border Police and the Ambassador of Switzerland on the 27 April 2022.

Following the formation of a KBP project team and the appointment of a new focal point at the KBP during May/June 2022, the installation and integration of the equipment and licences commenced in June 2022.

Unfortunately and completely unforeseen, the suppliers informed that the offered licence was not compatible with the AFIS system, despite previous confirmations by the contracted supplier and KBP that these licences were fully suitable. Both, the contractor and the producer of the equipment licenses informed that the software was no longer compatible with the AFIS system, as the software [REDACTED] company, had in the meantime upgraded the related software of AFIS. This required, as outlined in meetings and in official statements of the companies, the development of a new version of the licenses, which would take several months.

Upon reaching an agreement between the supplier ICMPD and the beneficiary, these licenses were upgraded by September 2022, followed by testing and installing the hardware in October-November 2022. The full integration of the devices was made possible with KFA installing a special security port for communication at the end of November, upon which using fingerprint scanners and biometric tablets eventually was possible as of mid-December 2022 when final testing was completed.

A training of end-users of the fingerprint scanners and biometric tablets was planned for December 2022; however, due to political tensions in Kosovo and security issues at the border with Serbia, KBP requested to postpone the training, as KBP staff was unavailable at that point. The training was held in mid-January 2023.

The project was initially planned to be implemented during 01 April 2021-30 September 2021, the project's duration was extended to 28 February 2022, 30 April 2022 and then to 15 December 2022. All these extensions were requested and approved based on the initially approved budget, without changing the contribution of SEM

During project implementation, ICMPD worked closely with the project beneficiaries and ICMPD provided information to SDC Kosovo on overall project developments regularly and also SEM through *ad hoc* reports and/contacts and consultations as per no-cost extension application process

Target Group and Beneficiaries

The direct beneficiary of the project is the Kosovo Border Police (KBP), the Kosovo Forensics Agency (KFA), the Department for Citizenship, Asylum and Migration (DCAM) within the Ministry of Internal Affairs and the migrants and (potential) asylum seekers in Kosovo.

Implemented Activities

Output 1: Technical preparedness of the Kosovo Border Police for the registration of migrants enhanced through the availability of adequate biometric equipment, purchased by the project.

This output aimed to create conditions for the joint planning of technical requirements for the biometric equipment (fingerprint scanner, biometric tablets and related licenses) that will be used for biometric registration of data into the Border Management System (BMS) and in the AFIS as well as procurement of the biometric devices along the ICMPD procurement rules as well as delivery and training of Kosovo Border Police on the use of biometric devices.

To achieve this output, the following activities were carried out:

Activity 1.1. Preparations with DCAM and Border Police and finalising a plan for project implementation, including timeframes.

Following preparatory meetings with the KBP during the preparation phase for the project during July and August 2020, the project concept note was submitted in August 2020 to the donor and the contract with the donor signed on 08 April 2021. The project was launched immediately in April 2021.

A first meeting with representatives of the beneficiaries took place on 23 April 2021 with the new Head of the Kosovo Police, the Kosovo Police Database Administrator and ICMPD to discuss the upcoming steps in relation to the provision of biometric equipment for the Kosovo Border Police (KBP). During this meeting, all parties concluded to proceed as follows:

- Review the budgetary proposal for fingerprint scanners, tablets and licences per unit.
- Prepare detailed technical specifications as part of the tender documentation.
- Address customs exemption for biometric equipment.

As a result of this activity, the scope and manner of the implementation of the project as well as activities, were confirmed.

Activity 1.2. Revision and finalization of technical specifications for the equipment requested by Kosovo Border Police, MIA IT officers and ICMPD.

Several meetings took place between the Kosovo Police Database Administrator, the AFIS Administrator of the KFA and ICMPD staff during May and June 2021 to discuss, revise

and finalize technical specifications while taking into consideration the compatibility of the devices with the existing Kosovo Police databases and AFIS.

In parallel with this process, ICMPD staff also conducted market research and consultations on fingerprint scanners and biometric tablets offered by various companies and prepared an overview of potential devices that would meet the required biometric registration.

Technical specifications prepared for the fingerprint scanner and biometric tablets were also submitted to the KBP; however, the authorities, due to the use of similar fingerprint scanner and biometric tablets by KBP and Police, preferred to limit the type of equipment to two specific devices only.

Based on that, KBP informed ICMPD that only two specific devices [REDACTED] were requested by the police, as they had prior experience with these devices and communicated that only these devices would be suitable for integration in the BMS and AFIS system

Based on the request of the project team; an internal approval was given by the Procurement and Grant Unit in July 2021 to have derogation in the regular ICMPD procurement process in order to conduct procurement of the referred two specific devices as requested particularly by KBP.

Furthermore, during this period, KBP also requested to have separate licences for each device, rather than one licence for all devices, which was communicated by KBP during project design phases in 2020. This required a new assessment of costs of additional licences during the first months of project implementation, causing serious delays in commencing procurement, as the planned budget was not sufficient to procure fingerprint scanners and biometric tablets as well as additional licences for each device. For this reason, KBP requested to lower number of fingerprints scanner and tables and confirmed a need for 30 fingerprint scanners and 20 tablets, to be able to also procure licences for the fingerprints scanner and biometric tablets

During these preparatory works, KBP also informed ICMPD that only one supplier/service provider [REDACTED] is allowed access to the AFIS system due to security reasons and requested to issue the tender to only this company, which had been contracted earlier by the KBP for setting up and maintaining the BMS and AFIS systems under a contract with a different donor [REDACTED].

This safety-security requirement in a way obliged ICMPD to revise the planning and procurement procedures to be applied in order to conduct a procurement through a single offer, i.e through the company which is allowed to access to the AFIS system

Following intensive consultations with the KBP and KFA, ICMPD prepared the necessary documentation required for the tender process for the procurement of biometric equipment, dividing the procurement process in two parts:

- 1) procurement of fingerprint scanners, and
- 2) procurement of biometric tablets equipment.

Activity 1.3. Procure biometric equipment for the registration of migrants following ICMPD procurement rules.

Fingerprint scanners / ICMPD/21.037/SUP/MIK/BIOM/KOS:

As referred, KBP informed ICMPD that only one supplier/service provider [REDACTED] was allowed to access to the AFIS system due to security reasons.

Since ICMPD was not in a position to insist on allowing other supplier/service providers to access to the AFIS system due to safety-security reasons, the Project team appealed derogation from the general rules to be able to get an offer from a single supplier, which was allowed access to AFIS system, and was responsible to set up and maintain the BMS and AFIS systems.

Taking into consideration the specific requirements prepared as well as revision of the budget prepared to be able to procure fingerprint scanners, and biometric tablets as well as licences, a Request for Offer¹, which is a procedure applied by ICMPD to make procurement based on a single offer under exceptional and justifiable conditions, for fingerprint scanners was issued in July 2021 based on technical specifications prepared by the KBP.

Considering the interest of the beneficiary and the limited time frame within which that project needed to be completed, ICMPD's Procurement and Grant Unit approved the request based on which ICMPD invited the local company [REDACTED], which provides services to KBP and the main KBPs contractor [REDACTED] in the provision of fingerprint scanners equipment that are specific and compatible with AFIS and BMS, to provide an offer through submission of Request for Offer (RFO).

However, the offer received during July 2021 was approximately 10 times higher than the budgeted amount. Therefore, ICMPD was not in the position to accept the offer, as budgetary restrictions did not allow for this.

As it was impossible to agree with the supplier/service provider, who has access to AFIS and BMS, ICMPD decided to explore the possibility of procuring the planned fingerprint scanners through covering companies registered in other countries. Based on the findings of the market research through which five potential suppliers were identified, ICMPD applied a Request for Quotation (RFQ)² process conducted by the project team to reach five different suppliers identified as suitable for providing the requested equipment.

As a result of this process, two companies submitted an offer.

The offers received for the fingerprint scanners met the cost estimates and were within the budget available for the purchase.

However, related licenses remained an issue, as the beneficiaries provided no clear information on exact needs.

The Evaluation Commission, comprised of the ICT expert from KBP and ICMPD's Border Management Unit, the project team and an ICMPD project officer, decided in its first meeting on 09 September 2021 that only one of the two bidding companies met the technical specifications for the fingerprint scanners. However, it was also assessed that their offer did not contain sufficient information about the compatibility between the new units, the AFIS system, and related licences.

¹ Request for Offer is an internal procurement procedure applied by ICMPD to get offer from a single potential supplier

² Request for Quotation is a procedure applied by ICMPD to get offer from at least 3 potential supplier/service provider

A Request for Clarification was sent to the referred bidding company [REDACTED] on 13 September 2021 with specific questions related to compatibility, necessary licenses, specific certifications required in line with the technical specifications, and an authorization for delivery by the manufacturer. Upon sending several reminders, the bidding company responded on 22 September 2021 that they had been waiting to receive replies from the manufacturer for the technical questions. The manufacturer had specifically responded with the advice that these questions could be answered only by the Kosovo partner of manufacturer [REDACTED], which was the company from which an offer requested in the first place through a RFO.

On 01 October 2021, a meeting was organized with the manufacture company [REDACTED], which established the setting up AFIS in the first place. They clarified the importance of the licence for every new device entering the AFIS System. According to this manufacturing company [REDACTED] only their company and their authorized partner in Kosovo [REDACTED] can issue these licenses.

Due to this, and upon receiving information from KBP on details of the required licences, it was not possible to conclude the procurement with the bidder company [REDACTED] as they could not establish an authorized access to provide planned licences required to have along with fingerprint scanners.

Biometric Tablets

ICMPD/21.047/SUP/MIK/BIOM2/KOS:

With regard to the purchase of biometric tablets, the requirements and the technical specifications submitted by Kosovo Border Police pointed to a very specific tablet produced by a vendor [REDACTED].

Due to limited supplier/service provided; a Request for Offer procedure was launched, based on which on 25 August 2021, a Request for Offer to the manufacturing company of the tablets [REDACTED] was submitted. The company submitted their offer on 30 August 2021.

The Evaluation Committee composed of representatives of KBP, ICMPD Border Management and Security Programme and ICMPD project team assessed at the first meeting held on 09 September 2021 that the offer and related information does not contain a specific license which is to enable communication between each integrated scanner of the tablet with the Kosovo AFIS System. A request for clarification of this point was sent to the bidding company, who responded that they need more information related to the existing system because they do not include any type of AFIS client licenses in their offer as every customer uses a different system.

Upon this and in order to move on with the procurement, it was decided to approach the Kosovo Border Police – IT Department, to provide precise and specific details of the licence that would enable communication and integration of the tablets planned to be purchased with the AFIS system used by KBP and ensure its compatibility. This request had been submitted earlier by the project team to KBP, but no details on the licence had been provided, except the information that the license must be compatible to AFIS.

KBP – IT Department, submitted an official information only on 13 October 2021 containing all the necessary details for the licence for both the fingerprint scanners and tablets (e.g. type/name of license being 'Cogent LiveScan 5 Software License'). KPB also made a

reference to the authorized supplier/service provider of this license in Kosovo [REDACTED].

Based on this, it was not possible to procure biometric tables without having compatible licences or a lack of information by the potential supplier on this.

Direct Procurement Process for Fingerprint scanners and biometric tables

ICMPD Procurement rules allow direct procurement under following conditions:

(c) There is a previous documented decision or there is a need for a standardisation of supplies or equipment rendering competition impracticable, e.g. IT equipment;

(g) A mandatory condition is attached to funds made available by a government or international development organisation;

Based on the request of KBP for specific type of fingerprint scanner and biometric tables, and due to not possibility for identification of alternative suppliers which can provide those fingerprint scanner and biometric tablets as result of a conducted RFO and RFQ conducted in July-August 2021³⁴, it was decided by ICMPD to conduct a direct procurement through re-issuing a RFO to a single supplier

The Request for Offer was submitted to the only company [REDACTED] which is authorized to provide these licenses, and which is the only authorised to provide determined fingerprint scanners and which can also provide tablets.

Prior to the submission of the Request for Offer, additional meetings were conducted with the two authorized companies [REDACTED] to receive more details on the AFIS system and its technical requirements.

A RfO was launched on 15 November 2021 and the offer was received on 26 November 2021. Upon getting the full offer covering both fingerprint scanners, tablets, relevant licences as well as training programme, the offer was evaluated as technically compliant and within the budget.

When reviewing offers, the evaluation commission particularly requested clarification on the licenses and their compatibility with the AFIS and received positive confirmation of the bidder that the license offered was fully in line with AFIS and thus it was possible to integrate the equipment in the system. In addition to ICMPD representatives, a KBP representative has been a member of all evaluation commissions for tenders issued and confirmed technical compatibility according to the needs of KBP

It has to be noted that the companies [REDACTED], i.e. the bidder providing this clarification, had set up the AFIS system in Kosovo under another [REDACTED] project and remains a contractor of the KBP on this system.

Based on this information, the supplier was selected on 22 December 2021 and a contract signed on 21 January 2022.

³ **RFO** / ICMPD/21.047/SUP/MIK/BIOM2/KOS / Provision of tablet equipment to support Kosovo authorities / [REDACTED] to [REDACTED] on Wed 25/08/2021 12:43 Vie Time

⁴ **1st time** On 22.07.2021 13:50 as RFO to [REDACTED] only, **2nd time - RFQ** - ICMPD/21.037/SUP/MIK/BIOM/KOS / Provision of fingerprint scanner equipment to support Kosovo authorities on 17 August 2021 13:55 vie time

Activity 1.4. Delivery and handover of requested equipment to Kosovo Police.

Delivery of fingerprint device and tablets

The delivery time of the equipment was determined at two and four weeks, respectively, after the signature of the contract. Unfortunately, a few weeks after the completion of the contract, the supplier informed ICMPD that due to force majeure, they would not be able to provide and deliver all the equipment within this agreed timeline.

The fingerprint scanners did arrive beginning of February 2022 in Kosovo.

However, within the set timeline, the manufacturer and the contractor informed in January 2022 that the delivery of the biometric tablets would face unforeseen delays. The manufacturer company [REDACTED] has production and technology facilities located in China, and while production of the tablets started in January, few particular components were reportedly not in stock. The company was facing delays in producing these components due to public holidays during the Chinese New Year celebrations, during which work is prohibited by law and manufacturing of the tablets was possible to be completed only after these holidays.

In addition to global supply chain challenges due to Covid related restrictions and already expected delays in delivery, a general lockdown imposed over several weeks in the Chinese province from where the tablets were to be shipped to Europe, brought the delivery of the equipment to a halt, causing further delays. Eventually the tablets arrived in Kosovo during April 2022.

Handover of the fingerprint scanner and tablets

KPB requested to delay the handover of the scanners until all equipment would arrive to have a joint handover of scanners and tablets. Jointly with all partners, a handover of the equipment was agreed to take place on the 27 April 2022 and was organized on this date with the presence of the Minister and Deputy Minister of Internal Affairs, the Head of Police, the Head of Border Police, the Ambassador of Switzerland, the Head of SDC and the ICMPD Portfolio Manager.

Integration of fingerprint scanners and tablets, along with instalment of licences

By the end of May 2022, KBP assigned a new focal point for the completion of the project, agreeing jointly with ICMPD on the final steps to install the licenses and integrate the devices in the AFIS system and following training. These activities were to start in June 2022.

During first meetings in June 2022 for commencing the installation of licenses both, the KFA, the company which produces of the licenses [REDACTED] and the contractor [REDACTED] concluded that the licenses were not any longer in line with requirements of the AFIS system.

As reported by the bidding company [REDACTED], the [REDACTED] software applied in AFIS was changed and upgraded. This caused the licenses requested and contracted to be no longer compatible with the system and required an upgrade. In several meetings held with the producer of the licences [REDACTED] and the contractor [REDACTED], both informed and confirmed independently, that they were initially not aware of the changes made by the

software developer [REDACTED]. However, they confirmed that the development of a new version of the license would solve the problem.

It is however noted that the information provided by the the bidding company [REDACTED] was not fully updated, as during the tender procedures both, the producer of the licenses [REDACTED] and its contractor in Kosovo [REDACTED], had confirmed in their answer to a Request for Clarification conducted in November 2021 that the licenses were fully compatible and suitable for the integration of the tablets and scanners.

Both companies informed that the development of the new version of the licence would take several months, leading to further delay in the completion of the project. While cancelling the contract and returning the devices, thus closing the project unsuccessfully was discussed as an option internally by the project team with ICMPD Procurement and Grant Unit, ICMPD decided to inform donor and beneficiary about this new problems and consult the donor on moving forward by allowing the company to develop the upgraded version of the licenses. In this way, the project could be completed, although with further delays.

Based on the agreement with beneficiary and with the approval of SDC Kosovo, it was decided to continue to process and upgrade the licences based on the same contract. Both companies also agreed to do this upgrade based on the same offer, without requesting additional payment.

During September 2022 the upgraded licenses were completed, followed by testing and installing the licenses in close cooperation of the KFA and the companies during October - November 2022. The final steps for the full integration of the devices, allowing for their full functioning were completed mid December 2022.

A final handover of fingerprint scanners and biometric tables, including the installement of licences were completed in December 2022.

Activity 1.5. Training for Kosovo Border Police and other relevant staff in using the biometric equipment for the registration of migrants.

Training of KBP on the use of equipment has been included in the technical specifications and in the contractual agreement. KBP has initially put forward a request for training, agreed with the project team for December 2022. However, due to political tensions in Kosovo and along the border with Serbia, KBP informed in mid-December to postpone the training to a time, when the situation would calm down and KBP staff be available for the training. Due to all above mentioned delays it was only possible to carry out the training of end-users on 11 January 2023.

Activity 1.6. Technical support by supplier.

Technical support and warranty of 1 year has been included in the technical specifications and offered by the selected vendor.

Difficulties Encountered/Changes Made

As outlined throughout the report, this project was unfortunately marked by significant delays and unforeseeable difficulties, requiring a number of changes and adaptations.

The main difficulties faced and mitigation measures applied are listed below:

Preparation and tendering:

- Prices per unit for fingerprint scanners, biometric tablets and licences were significantly higher than those considered as baseline, which was determined based on the consultation with beneficiaries by ICMPD during the preparation of the Concept Note and budget for the project.
- Different than the information provided by KBP during the designing of the project in relation to having only one license all fingerprint scanners and biometric tablets, the KBP informed ICMPD at the beginning of the implementation of the project that separate licence was required for each fingerprint scanner and biometric tablet. It would have been essential to give this information confirmed during project design.
- Determination of only two specific devices, which were requested by KBP as only compatible for integration in AFIS, limited to get offer from multiple service providers , as only authorized suppliers could deliver those specific devices, while also affecting the prices per unit.
- As this was a new information in comparison with the feedback received from KBP during project design, ICMPD looked for additional explanations as per necessity of limiting the procurement based on these 2 specific devices. However, KBP did not change their position, as they wanted to have only a specific type of new devices due to necessity of having compatible equipment. If KBP had informed ICMPD earlier on their sole preference to procure only these two specific devices, the procurement process could have been designed adequately and it would have been also considered already in the project design
- The information provided by KBP that only one company was authorized to work on the AFIS and BMS systems affected the application of the type of procurement procedures and required derogation from official ICMPD procedures and required re-issuing tenders. ICMPD should have been informed by the KBP during the project design that they have a limited supplier possibility and are providing access to AFIS system only to one supplier/service provider. Providing this info after the project launch limited the options that ICMPD could apply for the type of procurement and type of devices to be procured.
- Offers for the above-mentioned licenses were received at very high prices during initial tender procedures. Due to the determination of specific devices, the only available supplier provided a very high offer. However, ICMPD did not accept a high price.
- Following tender processes failed, KBP provided details of licences only in October 2021, upon which the tender process was completed in 2 months. If they had informed ICMPD more timely, the process could have been completed earlier
- All above led to the need to re-issue tenders for several times and to serious delays in the project implementation.

These issues were addressed by:

- Regular meetings with KBP representative to define the newly set requirements.
- Joint revision of technical specifications for the devices and the license with KBP.

- Request of derogation by project team from regular procurement procedures by ICMPD procurement and grant unit, while at the same time ensuring the application of official procurement procedures and close involvement of this unit in the related procedures.
- Additional market research and involvement of ICMPDs Border Management and Security Programme to ensure expert advice.
- KBP revising its request upon clarification that new specifications could not be addressed due to budgetary limits, with KBP asking for a reduced number of devices to be provided.
- Information meetings with potential suppliers and KFA to discuss the license required for ensuring compatibility with the Kosovo AFIS system.
- Re-issuing tenders as per need and until an adequate supplier was identified in cooperation with KBP in November 2021.
- Close cooperation with the KBP focal point in tender evaluation commissions to ensure all requirements of KBP were met.
- Regular communication with the donor to inform about the delays and submission of no-cost extension requests, which were thankfully approved by SEM to support the mitigation of the delays.

Provision and installation of devices:

- Force Majeure caused delays in the final delivery of the biometric tablets, causing further delays.
- Lack of updated information (which was discovered later) by the supplier about the compatibility of licences with the Kosovo AFIS system caused serious delays in the integration of the devices in the AFIS, as a new version of the licences needed to be developed, which took several months. KBP was using a customized another system, which was upgraded. Supplier was not aware of this information. Therefore, it was considered that supplier could just update the system
- A slow response of KBP and KFA on requests by the supplier led at times to delays of several weeks in proceeding with the implementation of the project.

Mitigation measures applied can be summarized as follows:

- Regular meetings with the supplier(s) and related follow up to ensure that devices were delivered.
- Close follow up with KBP to assign a new focal point and further follow up on the project.
- Regular follow up with suppliers and especially the producer of licenses who was required to re-develop this software.
- Close monitoring and follow up with all stakeholders to ensure a final delivery of all supplies and related services.
- Requests for no-cost extension to the donor, generously approved for allowing extended time to complete procurement, delivery and installation of devices.

Results

The following results have been achieved, although with significant delay:

- Close cooperation set up as of April 2021 and maintained with KBP on the implementation until January 2023.
- Development of technical specifications for the fingerprint scanners and biometric tablets and related software required by the KBP.
- Identification of supplier and purchase of 30 fingerprint scanners and 26 biometric tablets for the KBP ensured, including delivery and handover of the equipment, although with delay.
- Ensuring the development of a new licence type required due to changes in different systems, and close monitoring.
- Installation of upgraded licences and integration of all devices in the AFIS system of the KBP.
- Training of KBP officers as end-users to work with these devices.

Cooperation with Other Actors

From the beginning of the project, the team cooperated closely with KBP representatives and held regular meetings with initially the leadership of the KBP, followed by weekly meetings with the focal point assigned by KBP. The KBP focal point was closely involved in finalizing technical specifications, served as a member of all evaluation committees for procurement processes throughout the project and was the contact and communication point to share information with the KBP on all aspects to the project.

During early 2022 this focal point left the KBP and a new contact person was assigned for ensuring close cooperation, providing feedback and ensuring cooperation for the handover of the equipment.

The project also kept close cooperation with DCAM and UNHCR to consult and keep these partners informed on the progress of the project.

Lessons Learned and Recommendations

Due to lengthy delays and partial issues in communication, the following lessons learned and recommendations are put forward:

Project preparation

ICMPD designed the project in cooperation with KBP and DCAM and determined cost estimation of the planned procurement based on the information received in 2020 from them. It was impossible to conduct market research and consultation directly with the private sector at that phase before launching the project due to ICMPD rules and procedures.

As outlined above, once the project was approved and implementation commenced, and when it was possible to conduct market research, it however turned out that

- 1) a specific type of equipment was requested and potential suppliers were restricted,
 - 2) the cost estimate provided earlier was not adequate and,
 - 3) a higher number of licenses were request, i.e. one license per device was required, opposite to the purchase of one general licence for the fingerprint scanners and tablets respectively only.
- To avoid delays and revision of deliverables requested by KBP faced during the implementation of this project, specific requirements requested by the beneficiary should have been assessed and confirmed through also external experts based on availability in the market, prior designing a project of this type.

Cooperation within KBP and between KBP and KFA, as well as with project teams

In general, the cooperation with and the dedication of the initial focal point was excellent and he dedicated all required resources/time required for this project.

While cooperation with KBP representatives was at all times very close and the initial focal point appointed by KBP met on a very regular basis with the project team, provided input to technical specifications, participated in tender evaluation committees, etc., and has been in general very cooperative, it turned out at a later stage that sharing information within the KBP was likely not at the best level.

Once the initial focal point left KBP, the new focal point stated not to be informed about the project and demanded updates and partially set new requirements.

Cooperation within KBP staff and its leadership also seemed to lack at times, which led to frustration and the impression of misinformation by the e.g. Head of the Border Police, which was successfully mitigated by the project team.

Cooperation with the KFA was not foreseen initially in the project, but turned out to be required and was fruitful. KFA should have been involved closely also directly in the cooperation with the project team in order to provide direct and detailed information about e.g. the specific licenses required.

In order to avoid such issues, it is recommended to:

- Request the appointment of a KBP project team of minimum 2, 3 persons instead of one focal point only;
- Ensure that the involvement of all relevant actors of the Kosovo Police, including, as in this case the KFA, is ensured from the beginning of the project; and
- Regardless of the scope, type and duration of a project; establish a Project Steering Committee, involving the leadership of the KBP to ensure regular information flow from all stakeholders involved.

Procurement

The request for only 2 very specific devices as well as for system-bound licences was communicated too late.

The specifications developed by KBP for these type of equipment and compatibility requirements with existing system, de facto resulted to have only one provider which can

provide required services. Such requirement for compatibility effected to have an open competition for identifying the best bidders. All this lead to delays.

With the changes on determining specific of devices and allowing only one supplier/ service provider to access AFI and BMS, the manner of planned procurement have been subject to substantial changes (i.e rather than getting offers from multiply companies, procurement had to be conducted based on a single offer).

- Determination of very specific type of device respectively, which results to have one only one accredited supplier/service provider should be avoided
- Better communication with KBP in early stages of the project on these specific requirements should have taken place, with all details to be addressed to be able to provide info before launching the project and decide procurement modalities and procedures timely, upon getting approval that project would be conducted to procure those requested specific devices.
- If KBP had informed ICMPD that only one supplier/service provider could have access to AFIS and BMS system, project could have been designed differently, including procurement procedures. A more enhanced analyse should have been made and clarification should have been made on number of potential supplier in the Kosovo as well as international market.
- Agreeing on procurement of specifically determined type and number of fingerprint scanner and biometric tables, as well as licence, along with conducting procurement through a single supplier which is the only supplier/service provider that can access to AFIS and BMS system, should have been determined during the project design phase. As this request was raised in later stages after project launched, the decision on this should have been taken together by ICMPD, representatives of beneficiary and donor through a special project steering group or special meeting.

Procedures within KBP and ICMPD

- A clearer communication by all levels of KBP and with ICMPD should have taken place on specifications and type of fingerprint scanner and biometric tables, along with number of licences, to avoid changes later on which effected the whole implementation modality
- Specific timeframes and applicable procurement procedures should be determined and well agreed with stakeholders upon approval of the donor, including the appointment of focal points within the beneficiary institution, from the beginning of such a project in order to avoid delays.

Force Majeure

Covid-19 and related lockdowns, bringing works and provision of supplies and services to a halt cannot be foreseen. Thus, the generous flexibility provided by the donor to accommodate arising changes is highly appreciated and should be followed in similar projects.

Recommendations for Follow-up

Despite all the delays and issues faced during the implementation of this small project and with the experience of ICMPD in supporting Border Police Departments worldwide as well as having related procurement procedures in place, the project was implemented successfully.

It became clear that a more detailed and in-depth assessment of needs and requirements should have been completed prior contracting such a project, in order to avoid changes in the technical and procedural requirements during the implementation.

The Director of the KBP addressed a request to the ICMPD team for a follow up project for ensuring a link of data systems among KFA and KBP and addressed this need on several occasions during early 2022.

This request was brought forward to the current donor of the project by the project team, appealing to SDC to consider such a funding request from KBP.

ICMPD also recommended to the Director to address this need directly in the Migration Partnership Meeting with Switzerland and expressed its readiness to implement this project along the above-mentioned recommendations.

Annexes (if needed)

Related correspondence on the project implementation can be submitted on request.



Schweizerische Eidgenossenschaft
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Swiss Support to Integrated Border Management in Lebanon (Phase III)

Focus of the Action:

**Supporting Lebanon in fostering human rights-based border
and migration management**

Funded by:

Swiss State Secretariat for Migration (SEM)

Implemented by:

The International Centre for Migration Policy Development
(ICMPD)

August 2021

I. SUMMARY OF THE ACTION

Title of the Action:	Swiss Support to Integrated Border Management in Lebanon (Phase III)
Location of the Action:	Republic of Lebanon
Total duration of the Action:	18 months (01.10.2021-31.3.2023)
Budget:	EUR 700,000
Objectives of the Action:	Overall objective Enhancing the capacities of the Lebanese border and security agencies to implement a rights-based approach to border and migration management, contributing to national stability and social cohesion. Specific objectives 1. To develop the training capacities of the Lebanese Armed Forces' (LAF) Non-Commissioned Officers (NCOs) Institute on human rights, migration, gender equality, and related topics. 2. To expand the capacities of the LAF's Military Academy on gender integration and Women, Peace and Security (WPS). 3. To strengthen capacities of General Security to apply a participatory approach to border and migration governance and to act as enabler for social cohesion at community level.
Project beneficiaries:	Lebanese Armed Forces (LAF) General Security (GS) Displaced persons, travellers and citizens of Lebanon Potential others stakeholders of a 'secondary' nature – see below

II. IMPLEMENTING INSTITUTION

Name of institution:	International Centre for Migration Policy Development (ICMPD)
Nationality of institution and date of establishment:	N/A, May 1993
Legal status:	Inter-governmental organisation
Project focal point:	[REDACTED] Head of Mediterranean Region Head of Regional Office for the Mediterranean International Centre for Migration Policy Development (ICMPD) Regional Coordination Office for the Mediterranean Development House 4A St. Ann Street Floriana, FRN9010 Malta Tel: [REDACTED] Mobile: [REDACTED] Email: [REDACTED]@icmpd.org Website: www.icmpd.org

III.THE ACTION

1. BACKGROUND

1.1 Introduction

A decade since the outbreak of the war in Syria, spill over effects on Lebanon continue to occur, compounding and aggravating multiple crises, including the Beirut port explosion in August 2020, economic and financial collapse of the Lebanese system, continued political instability, alarming levels of poverty and the COVID-19 pandemic.

Against this backdrop, Lebanon remains the country hosting the largest number of refugees per capita in the world. UNCHR estimates that Lebanon is currently hosting 1.5 million Syrian refugees, and some 16,000 refugees of Ethiopian, Iraqi, Sudanese and other origins, in addition to over 200,000 Palestinian refugees under UNRWA's mandate.

Since the suspension of new registration by UNHCR of Syrians in 2015, the number of Syrian registered refugees has reduced to 879,529¹, with 63,732 voluntary refugee returns from Lebanon. The economic and health situation has exacerbated their already precarious living conditions in Lebanon, with an estimated 88% of Syrians living below the extreme poverty line, and public resentment and racism against Syrians on the rise. The situation of other refugee and migrant communities, including migrant domestic workers subject to the sponsorship system, has also severely worsened due to the economic crisis and COVID-19 pandemic.

While UNHCR is currently not organising voluntary repatriation of refugees to Syria, since 2019 GS has been facilitating group returns (24,100 of which verified by UNHCR). Fewer Syrians were able to return in 2020 through official border crossing points (BCP) as the border with Syria was closed for several months due to the COVID-19 measures adopted by Lebanon and as many were unable to pay for the PCR test required to enter Syria. This has resulted in increased irregular crossings and cross-border smuggling of people, in addition to more frequent attempts of Syrians to reach Cyprus by boat, often with tragic results.

The economic situation in Syria, already gravely affected by the US-imposed Caesar Act, has also been heavily impacted by the crisis in Lebanon, leading to inflation, shortage of essential goods, and increased difficulties to access jobs and means of

¹ Source: UNHCR Global Focus – UNHCR Operations Worldwide, 10 May 2021.

survival. This in turn has caused a spike in smuggling between Lebanon and Syria of basic goods subsidized by Lebanon, such as flour, fuel and medicines, in addition to stolen cars, money, and weapons.

The protracted Syrian crisis combined with the various domestic crises in Lebanon and the COVID-19 pandemic are heavily impacting the political, security, institutional and socio-economic fabric of Lebanon.

The key challenges identified by the Lebanese agencies Lebanon regarding the displacement of Syrians include, but are not limited to i) security concerns, including irregular cross border activity (inwards and outwards); ii) higher rates of cross-border crimes and other crimes in Lebanon; and iii) the management of displaced Syrians irregularly residing in Lebanon, in the context of an existing regulatory patchwork, stalled by the lack of political consensus at the international and national level on the conditions for a safe return of Syrians iv) preserving social stability, amidst worsened socio-economic conditions affecting both Lebanese and Syrian/migrant communities, social unrest, growing fragmentation within the Lebanese society, tensions against Syrian communities displaced in the country, and measures taken to respond to the COVID-19 pandemic.

1.2 Swiss Support to Integrated Border Management (IBM) in Lebanon (Phases I and II)

As part of the international efforts to strengthen the capacities of Lebanese agencies in charge of border and migration management, since 2016 the Swiss State Secretariat for Migration (SEM) has been supporting the development and adoption of a rights-based and gender-responsive approach to border and migration management.

Two successive phases of the project *Swiss Support to IBM in Lebanon* (2016-2018; 2018-2021) hereinafter *Swiss Support*, have been funded by SEM and implemented by ICMPD. Support has progressively built and expanded on EU-funded technical assistance provided within the framework of the *EU IBM Lebanon* project, currently in its third phase.

The thematic areas covered by the two combined phases are the following:

- Migration
- Human rights
- Crisis management
- Gender awareness; gender mainstreaming in the security sector; WPS
- Return
- International cooperation

- THB

Significant progress has been achieved by the Lebanese security agencies in understanding and applying a human-rights based approach to their work, as a combined result of the two phases of *Swiss Support*. In particular:

- Capacities and expertise on human rights, international migration law, protection-related considerations have expanded, through participation in tailor-made training, specialist training, Training of Trainers (ToT), and handover of training modules;
- Awareness of gender equality has been raised through design and delivery of gender awareness activities to more than 750 participants from all agencies;
- Understanding and operationalisation of gender mainstreaming in the agencies' internal structures have increased, through the attendance of a tailor-made Associate Diploma on Women, Peace and Security (WPS) delivered by the Lebanese American University (LAU) and the finalisation of expert-led Gender Gaps & Needs Analyses (GNA) of LAF and ISF by ICMPD;
- Awareness of trafficking in human beings (THB) and understanding of the role of each agency in investigations and referral processes have been raised through delivery of training activities at different levels to more than 80 participants;
- GS capacities to tackle migrant vulnerabilities at Masnaa BCP increased, with the construction of a fully equipped safe shelter for intercepted irregular/smuggled migrants awaiting for their cases to be processed.
- Capacities to conduct human rights-compliant SAR operations and to ensure health and safety (H&S) of agencies' staff have increased, with the provision of SAR and H&S equipment to all agencies.

Notwithstanding the multi-faceted simultaneous crises faced by Lebanon (political, economic, and financial), aggravated by the outbreak of the COVID-19 pandemic and the destruction and displacement brought about by the Beirut port explosion in August 2020, the Lebanese agencies have demonstrated a significant level of commitment to the topics dealt with by *Swiss Support*.

Work in the area of gender mainstreaming and awareness has attracted particular interest during the implementation of *Swiss Support*, and significant needs were voiced by the Lebanese agencies in this area, with a view to align increased rates of female recruitment and internal processes with ongoing developments at national level, notably with the adoption in 2019 of the National Action Plan on United Nations Security Council Resolution (UNSCR) 1325.

Wherever possible ICMPD, in coordination with SEM, involved the Lebanese agencies in the design of activities, adapting and tailoring them to support the needs expressed by the agencies themselves and their efforts to mainstream human rights and gender in their structures, in a true participatory approach to project implementation.

Of note are the decision to integrate gender awareness and WPS into the official training programme provided by the LAF Military Academy to new recruits; the decision and preliminary work of LAF to set up a gender unit within its structure, horizontally in charge of gender integration and mainstreaming in the LAF; the keen interest expressed by the LAF Non-Commissioned Officers (NCOs) Institute to expand its training programme to include human rights subjects; the establishment within GS of a Civil-Military Cooperation (CIMIC) Unit.

While some of the thematic areas covered by the two successive project phases have been exhaustively dealt with and no longer include compelling capacity development needs to be addressed, others still require to be fully explored, particularly with a view to ensuring sustainability and ownership of results. This is more so important in the current situation, where the legitimacy of and popular trust in national security agencies is increasingly questioned and their capacities to respond to domestic security needs ever more stretched.

1.3 Action-specific context

Against the backdrop of worsening overlapping crises and political vacuum at the national level, unprecedented levels of poverty, growing insecurity, social unrest, recovery efforts from the Beirut port explosion, deterioration of the Syrian displacement crisis, geopolitical tensions, and a global pandemic, the role of the Lebanese security agencies, and notably LAF and GS, in guaranteeing security and social cohesion in Lebanon has grown exponentially.

LAF and GS play a critical role in mitigating and managing domestic tensions, protecting Lebanese borders and displaced communities, and stabilizing the country. Their institutional capacity to protect civilians, effectively manage a range of migration-related fields, and uphold human rights, including gender equality, has become even more essential. Their effectiveness also depends largely on popular legitimacy, and thus efforts to professionalise LAF and GS to uphold human rights norms and principles and to provide for inclusive and responsible security for local communities are key.

In fact, community resilience has become increasingly fragile in many regions of the country. The fragmented constitutional setup of the State and its divided society, alongside ongoing disagreements on national interests and political reform, reinforce the need for security agencies and institutions to maintain stability in the country. However, relations between communities and security agencies are complex and vested in regional and confessional dynamics. In several areas, particularly in those inhabited by a large migrant population, security agencies struggle to engage with the communities they are in charge of serving and protecting. In this context, it appears vital that security agencies are able to analyze and understand the challenges faced by the communities they serve. It is equally important to ensure communities and civil society organizations (CSOs) understand the motivations behind the agencies' actions. While there are examples of security actors proactively reaching out to communities, and of communities working closely on specific issues or problems, where interactions are positive they tend to be based on personal relationships and are ad hoc in nature. Few examples exist of effective, jointly owned, processes bringing security providers and civil society together to discuss problems and agree on cooperative responses. It appears thus essential to engage at the grassroots level, bringing communities and security agencies together to resolve potential or existing sources of conflict and establish trustful cooperation leading to peace and stability.

In the increasing volatile context described above, the third phase of *Swiss Support* aims to consolidate the results achieved over the previous two, in particular by ensuring further integration and mainstreaming of a rights-based and gender-responsive approach in the LAF's training establishments, but also to contribute to social cohesion by fostering relations between security agencies, displaced, and host communities, through a community engagement component, to be jointly implemented by GS and ICMPD at local level in a pilot modality.

The overall objective of the Action is ***to enhance the capacities of the Lebanese security agencies (LAF and GS) to implement a rights-based approach to border and migration management, contributing to national stability and social cohesion.***

The specific objectives are:

1. To develop the training capacities of the Lebanese Armed Forces' (LAF) Non-Commissioned Officers (NCOs) Institute on human rights, migration, gender equality, and related topics.
2. To expand the capacities of the LAF's Military Academy on gender integration and WPS.

3. To strengthen GS' capacities to apply a participatory approach to border and migration governance and to act as enabler for social cohesion at community level.

The Action addresses needs identified by ICMPD during the implementation of both phases of *Swiss Support* and expressed by beneficiary agencies themselves. In line with indications received by SEM, the Action aims at tackling outstanding gaps and needs under the rights-based approach to IBM, by conducting *ad hoc* and targeted activities, with a view to phase out *Swiss Support* at the end of the implementation period of the Action.

Meaningful sustainability will thus be of primary concern, prioritising activities that will ensure beneficiary agencies increasingly integrate necessary standards and approaches at an institutional level while also assuming competent ownership over their effective implementation. Progress already made under previous phases of *Swiss Support*, especially the training modules on human rights, migration, and gender awareness finalised, the trainer network built under *Swiss Support to IBM Lebanon*, the excellent relations established with the LAF two main official military colleges and schools, namely the Military Academy and the NCOs Institute in Baalbek, and with the Gender Focal Points of both LAF and GS, provide a solid basis for this to occur.

Activities will be designed in continuity with previous support, consistently with the approach adopted so far, and with an even stronger direct involvement of beneficiaries. This with a view to hand over the sustainable continuation of activities and processes, based on a solid institutional framework within the agencies and acquired tools, skills and knowledge to implement a rights-based and gender-responsive approach to border and migration management.

1.4 Thematic areas under Swiss Support to IBM in Lebanon (Phase I-III)

Integrated Border Management. In itself, the direct impact of the Syria conflict on Lebanon has served to reinforce the need for improvements to and strengthening of border management. The fact that none of the Lebanese border agencies is sufficiently resourced to carry out their assigned tasks, limited in experience, skills and knowledge and confined to their own specific responsibilities means that an integrated approach is vital. This is supported by the EU in its concept for *Integrated Border Management (IBM) in European Commission (EC) External Cooperation* thus, " ...at the basis of this IBM concept lies the realisation that irrespective of the national system and its level of development the results of the individual border management agencies generally improve when their level of cooperation is enhanced...".

The IBM concept also advocates “...open but secure, well-controlled borders...”, emphasising a need for border agencies to proactively address trade/traveller facilitation and the protection of the vulnerable, in full respect of human rights. To this end, the EU funded and continues funding long-term assistance through *IBM Lebanon*.

Reporting in 2014, the *Thematic Global Evaluation of the European Union’s Support to Integrated Border Management & Fight Against Organised Crime*² (covering the period 2002 to 2012), highlighted the under-exploitation of support in the area of human rights. The evaluation found growing general awareness about human rights among beneficiary agencies, noting nevertheless that human rights remained as low priorities for the beneficiaries and that EU-funded human rights assistance had generally been implemented in disconnection to wider IBM interventions, often as a horizontal subject without specific reference to borders or targeting specifically border staff. The respect of human rights and the capacities to identify and handle persons in need of protection at borders was found in general to be often overlooked by EU support. The report identified the need to more effectively incorporate human rights principles into the core management/law enforcement legal and regulatory framework of beneficiary countries³, recommending that international assistance address respect of human rights more proactively and in closer connection with other aspects of border management⁴.

Rights-based approach. The first phase of *Swiss Support*, implemented by ICMPD since October 2016, sought to integrate the recommendations formulated in the *Thematic Global Evaluation*. The choice of thematic areas covered are important, cross-cutting elements of the comprehensive approach of the *IBM Lebanon* programme, thereby greatly enhancing complementarity and the added value of the Swiss-funded contribution, while specifically tackling some of the main shortcomings identified in the *Thematic Global Evaluation* in relation to human rights (including gender equality) capacity building assistance in the context of IBM. Implementation of *Swiss Support* has also been guided by recent United Nations-led developments on implementing human rights at international borders and on protecting the rights of migrants in vulnerable situations. Wherever relevant support activities have been seeking to integrate emerging indications from the *Global Compact for Safe, Orderly & Regular Migration*. Specifically, two reference documents have been identified and included as main resources for training

² *Thematic global evaluation of the European Union’s support to Integrated Border Management and fight against Organised Crime*, Directorate General for Development and Cooperation – EuropeAid (European Commission), Final Report, April 2013.

³ Ibid., p. 29, 31, 36, 38, 51,

⁴ Ibid., p.67.

delivered on human rights and migration, namely the United Nations Office of the High Commission for Human Rights (OHCHR) produced *Recommended Principles & Guidelines on Human Rights at International Borders*⁵ and the Global Migration Group (GMG) *Principles & Guidelines, supported by practical guidance, on the human rights protection of migrants in vulnerable situations*⁶, both providing authoritative guidance to States with a view to translating an international human rights framework into practical border management measures.

Gender mainstreaming/WPS. During the implementation of the first two phases of *Swiss Support*, the topic of gender and gender mainstreaming in border management, already included among the main project thematic areas and thematically belonging to human rights, developed to progressively enjoy significant momentum both internationally and in Lebanon.

In 2019, Lebanon adopted the first *Lebanon National Action Plan (NAP) on United Nations Security Council Resolution 1325 - The Path to a Fair & Inclusive Society through the Women, Peace & Security Agenda (2019 to 2022)*. It has the following as its first strategic priority, under the title of Participation in Decision-Making at All Levels:

«The Government of Lebanon shall work towards women's increased participation and representation in local and national governance structures. It shall also ensure that proper measures are put in place to increase women's participation in the security and defense sectors. It shall take care to promote women's active participation in conflict prevention, peace mediations and negotiations. In addition, the Government of Lebanon shall eliminate obstacles to help increase women's access to the economy to create favourable conditions to sustainable peace.»

The 2020 to 2021 work plan for the implementation of the Lebanese NAP is currently being implemented under the lead of the National Commission for Lebanese Women (NCLW). Work developed under Swiss Support has focused on raising awareness on gender equality in the context of border management and the security sector more broadly, and on the WPS agenda. This work plan states among its approved activities "...women's participation is increased in the security and defense

⁵ *Recommended Principles and Guidelines on Human Rights at International Borders*, United Nations Office of the High Commissioner for Human Rights, October 2014, available at http://www.ohchr.org/Documents/Issues/Migration/OHCHR_Recommended_Principles_Guidelines.pdf.

⁶ *Principles and Guidelines, supported by practical guidance, on the human rights protection of migrants in vulnerable situations*, Global Migration Group/United Nations Office of the High Commissioner for Human Rights, March 2018, available at <http://www.ohchr.org/Documents/Issues/Migration/PrinciplesAndGuidelines.pdf>.

sectors and security institutions have increased gender sensitivity...”. Interventions recommended as part of this activity in the work plan include the following:

- Organise gender training for security and defence forces
- Raise awareness through media campaigns and schools and universities on women’s roles in the security and defence sectors
- Update all websites and outreach materials of security and defence institutions to ensure language and images adopted have a gendered perspective
- Amend policies to ensure at least one female representative in the committees responsible for recruitment in General Security, the Internal Security Forces and LAF
- Develop gender-sensitive operational procedures in the security and armed institutions

Stability and social cohesion. This thematic area builds on the concept of social cohesion, as defined at UN level, that has increasingly gained importance in recent years, both as a goal in itself and as an approach to address root causes of conflicts and violence, preventing the realization of human rights. The concept is rooted in Sustainable Development Goal (SDG) n.16, to create more peaceful, just and inclusive societies. Social cohesion is defined as “the extent of trust in government and within society and the willingness to participate collectively toward a shared vision of sustainable peace and common development goals”⁷.

In the context of the Action, the underpinning approach for this component is based on the assumption that if security actors, namely LAF and GS, civil society, and community members - including migrants - address concerns and destabilizing issues through dialogue and building partnerships, this will set the foundations for more sustainable engagement and cooperation. This approach will be the basis for discussing and developing practical solutions to migration problems, delivering a collective benefit, reinforcing cooperation, and improving the safety and security of border/migrant/local communities.

Results from a recent study⁸ funded by the EU suggest that GS suffers the most among all security agencies from dissatisfaction of individuals towards their

⁷ *Strengthening Social Cohesion. Conceptual framing and programming implications*, United Nations Development Programme, 2020, available at <https://www.undp.org/publications/strengthening-social-cohesion-conceptual-framing-and-programming-implications> .

⁸ *Research Report: Perceptions of Security Agencies in North Lebanon and the Bekaa*, Aktis Strategy, May 2018. Results from the research show that for people who turned to security agencies, overall, 76% were somewhat or very satisfied with the experience. However, levels

experience with the agency. GS is exerting strong efforts to improve citizen's experience and enhance perceptions towards it. The current *General Directorate of General Security Strategic Plan 2018 to 2022*⁹ include strategic commitments to strengthen GS' engagement and outreach with communities, incorporating enhanced communications and relationships with communities in its strategic objectives. Its fourth strategic objective on partnership and communication includes a programme for cooperation with local institutions, including municipalities, universities, local companies, as well as for exchanges of information and experiences with local security services. As a step towards translation of this commitment into practice to strengthen communication and relationships with citizens, in 2017 the GS Director General issued a decision to establish the Civil-Military Cooperation (CIMIC) Unit within the GS Development and Planning Directorate. A CIMIC Directorate exists within LAF too, and opportunities for exchanging good practices between the two agencies will surely be sought. However, to avoid duplications, the Action will not focus on LAF CIMIC, as this is already benefitting from extensive support under EU IBM Lebanon – phase 3 and other ongoing technical assistance projects.

In consideration of the key role of GS in border and migration management, its daily and direct work with various community members, specifically migrant communities, and its willingness and commitment to improve cooperation and communication at community level, the Action will focus instead on building GS capacities in this area through the implementation of a joint (ICMPD-GS) pilot project.

1.5 Synergies and complementarities

The proposed project will be closely coordinated and implemented in complementarity with relevant bilateral as well as EU-funded national and regional initiatives in this field. Synergies will be ensured and reinforced with ICMPD activities and relevant programmes in targeted countries with full involvement of ICMPD units to foster internal cooperation and create synergies among the projects implemented by ICMPD, while avoiding duplication and rationalising the efforts required from partners countries.

Coordination between ICMPD's national projects will be ensured through the post of the National Portfolio Manager/ Head of Office position. Assuming managerial oversight and direction for the Lebanon-based actions, s/he will proactively identify and implement ways to maximise the various Actions' outputs and results through

of satisfaction varied across the security agencies: the LAF enjoyed the highest satisfaction rate, with 81% somewhat or very satisfied with their experience, followed by the Municipal Police at 72% satisfaction, and the ISF at 67%. General Security received the lowest satisfaction rate at 40%.

⁹ *General Directorate of General Security, Strategic Plan 2018-2022*, March 2018.

coordinated approaches. Such opportunities have already been identified for the two current ICMPD projects in Lebanon.

Despite the obstacles currently faced by Lebanon in developing national processes for the advancement of gender equality, notably in the context of the Syrian crisis and its economic, demographic and security effects on the Lebanese society, with its internal political repercussions, Lebanon has made significant steps towards the implementation of gender equality.

In this regard, strong synergies can be envisaged with the *EU* funded project Strengthening Capability for Integrated Border Management in Lebanon (*EU IBM Lebanon – phase 3*), both in terms of promoting the institutionalisation of a rights-based and gender-responsive approach to border management and of engaging with local communities to enhance social cohesion and build trust. The proposed Action has been developed in complementarity with the approach and activities planned under *EU IBM Lebanon – phase 3*, with the specific intent to avoid duplications. *EU IBM Lebanon – phase 3*, building on its previous two phases, aims at strengthening inter-agency approaches to border management at systematic level, and thus focuses on institutional development rather than on capacity development of the six IBM agencies (LAF, ISF, GS, Lebanese Customs Administration, Civil Defence, Lebanese Fire Brigades) and on enhancing compliance with human rights under an IBM client-oriented perspective. On the other hand, the proposed Action will focus on developing LAF capacities and understanding of their obligations under human rights and humanitarian law and target selected training institutions within LAF only, based on specific needs identified during the implementation of Swiss Support (phase 2).

The stability and social cohesion component of the proposed Action, while aligning with *EU IBM*, will focus less on promoting an inter-agency approach to border communities and strengthening LAF's CIMIC role, and instead specifically target support to GS's CIMIC Unit and development of its migration management elements. Within each project's distinct objectives and activities, joint approaches will be pursued in these areas, and the Action will adopt and support the wider and more systematic approach applied by *EU IBM Lebanon – phase 3* adding value to it thanks to the specific focus, specialist expertise network, and input that *Swiss Support* has established and provided over the past years to the Lebanese agencies on human rights and gender mainstreaming.

The Action will also leverage synergies with the *Netherlands' Assistance to Lebanese Border Agencies (IBM)* project. Currently in its fourth phase but with planning for a fifth already at an advanced stage, it targets the professionalization of Lebanese border agencies' educational standards and practices in alignment with EU and global norms. Within LAF, this assistance is concentrated on the Land

Border Regiments' Training School because of its particular responsibility for border issues. Support has included obtaining ISO 21001:2018 certification; increasing the number, competences and gender balance of trainers; expanding the subjects and curricula available; establishing digital learning infrastructures and know-how; integrating environmentally responsible policies, practices and technology; and the introduction of gender-sensitive and socially responsible frameworks and approaches. The progress at the Training School has seen it now also begin to assume the role of regional migration training provider with successful deployments already having occurred in Iraq.

The broad similarities between the Action and the *Netherlands Assistance* provides obvious opportunity for mutually beneficial collaboration, while the focus on different elements of the educational organisation minimises duplication. A previous practical example of this has been the Dutch avoiding delivering gender sensitivity training that became a focus of previous Swiss efforts and instead diverting its gender development components towards influencing behavioural change within the Training School and the adoption of localised operational practices. Another example was the inclusion of NCO School and Military Academy trainers in EU-accredited pedagogical courses provided by the *Netherlands Assistance*, thus improving the qualifications and competence of potential trainers for Swiss-funded deployment.

Maintaining such coordination, both Actions will continue to identify areas where not only duplication can be avoided but also how the sharing of resources, expertise and networks/for a can maximise the scope and scale of common outputs. Key to this will be the application of harmonised approaches and standards.

Complementarity with other relevant projects being developed or implemented by ICMPD or other international actors in Lebanon will be ensured by avoiding duplication of activities and efforts while instead pursuing collaborative approaches.

At the regional level, ICMPD strives to go beyond enhancing coordination and ensure coherence among all its actions by creating the right conditions to create multiplier effects among related initiatives. Mechanisms are in place to apply the concept of economies of scale in project implementation processes in aligned areas of operation. This includes through extending the training and curricula from the Training Institute on Migration Capacity Partnership (MCP Med TI), a forthcoming initiative under development which will see the establishment of a regional Training Institute producing and delivering accredited and certified trainings on various aspects of migration governance. Where relevant Actions, including the current one, will be able to contribute to and benefit from the accredited training curricula developed by the MCP Med, which will also be available for use by other Actions implemented in the region.

Where relevant, ICMPD will also explore potential areas of cooperation and synergies with regional projects and programmes implemented by ICMPD in the region, such as EUROMED Migration V (EMMV) and Mediterranean City-to-City Migration (MC2CM).

1.6 Direct beneficiaries of the Action and other stakeholders

Direct beneficiaries of the Action will be the following:

Lebanese Armed Forces (LAF)

LAF is assigned to the surveillance and control of the borders of Lebanon. There are a number of security agencies involved in border management in Lebanon and in simplified form the division of labour and responsibility means that LAF plays a dominant role in the control of the green (land) border through its Land Border Regiments (LBRs), while the Navy takes the lead for the sea border and the Air force for the air border. LAF leads the security apparatus at Beirut Rafiq Hariri International Airport. LAF also provides physical security for the fixed border control points and seaports, although the border management controls are operated by General Security (persons) and Lebanese Customs Administration (goods/means of transport). LAF stress that in normal circumstances, their role at the border should be predominantly one of border management (that is border guarding) and not military, with a long term objective of transferring what is essentially civilian work to other security agencies. Currently however, LAF is the only security agency with sufficient resources to undertake the border surveillance task. However, LAF is often uncomfortable with the task, suffering through periodic mixed-messages from the international community and from an absence of a comprehensive operational model to implement and follow, or a centralised command for border surveillance. LAF also leads the Border Control Committee (BCC) which seeks to guide border management activities and in a more general manner, donor initiatives vis-à-vis border management. Throughout Lebanon, and particularly in border areas, LAF engages in community support and policing initiatives, intended to a) enhance relations between residents (including displaced persons) and security agencies b) provide assistance in targeted areas benefiting the border community. Such activities are usually under the auspices of the CIMIC Directorate. LAF training policy is set by the Directorate for Education. LAF has a number of official military colleges and schools that serve a wide variety of functions. These include the Military Academy and the NCOs Institute, respectively in charge of officer and non-commissioned officer training.

General Security (GS). GS reports to the Ministry of Interior and is responsible for managing entry and exit of persons to and from Lebanon through land BCP, port and airport, and for the control of illegal immigration. In charge of passport control, it also issues Lebanese passports, entry visas, monitors the residence, movement

and departure of foreigners and provides travel documents for displaced Palestinians on Lebanese soil. The GS remit extends to investigation of all cases concerning foreigners, and in potential cases of THB and labour exploitation, to detecting, investigating and formally identifying cases involving migrant domestic workers, as well as cases involving women working under the artist (sex workers) visa programme. GS takes a part in the control of the northern border under the lead of the LAF in the framework of the Common Border Force (CBF – a border security response composed of LAF, ISF, GS and LCA) and is responsible for Lebanon's only immigration detention centre in Beirut. As mentioned above, in 2017 GS established its first CIMIC Unit. Its mandate focuses on three main areas: i) act as a centre of excellence within GS for community engagement and the promotion of dialogue, cooperation and outreach with communities; ii) improve conditions for civilians in fragile communities, by implementing humanitarian and developmental community support projects; iii) liaise with civilian actors, establishing effective two-way communication channels.

Displaced persons, travellers and citizens of Lebanon will be the ultimate beneficiaries of the Action.

Other stakeholders include the following:

Local Authorities. Selected municipalities that formally fall under the Ministry of Interior will be key partners in the implementation of the third project objective with GS.

Civil Society and Community Based Organizations. Relevant CSOs and CBOs operating in the thematic and geographic area selected for the implementation of the third project objective will be closely involved in dialogue, planning and problem solving at the level of the target community.

2. METHODOLOGY AND ACTIVITIES OF THE ACTION

2.1 Outcomes of the Action

The Action will focus on delivering the outcomes detailed below and which are grouped by objective.

1. Outcome 1: Training capacities of the LAF's NCOs Institute in human rights related areas are enhanced

The LAF's NCOs Institute in Baalbek has not been a traditional recipient of international technical assistance. No training needs analysis of the LAF NCOs

Institute has been conducted so far. Training of the regular NCO curriculum is the priority and main work of the NCO Institute. This currently lasts for a period of 3 years, with 11 months of training taking place each year. Training is delivered in-the-main by a very limited number of qualified and experienced NCOs who collectively can cover a wide range of topics. These include marksmanship, informatics, geographic information systems, foreign languages (English and French), decision making, critical thinking, leadership and logic skills. Institutional cooperation between ICMPD and the NCOs Institute has been developed during the implementation of *Swiss Support*. At the request of the NCOs Institute, ICMPD implemented gender awareness and human rights introductory sessions for the approximately 150 2nd year students of the Institute, with significant involvement on the ground of LAF trainers and of the Institute's staff.

Based on feedback received in the context of the activities mentioned above and preliminary meetings held with the Institute's representatives, the following subjects, identified as priorities, are not currently included in the Institute's existing training programme: human rights, international humanitarian law, gender integration, professional standards, soft skills (critical thinking, teamwork, communication, conflict sensitivity, leadership...).

Currently the regular NCO curriculum is being delivered to 2nd year NCO students (132 males, 20 females). There is a clear intention to expand the topics included in the training programme for the next intake of students, which is due to commence training in August 2021.

The Action will support LAF's NCOs Institute in developing its capacities to integrate a rights-based approach to border and migration management, focusing on topics which are not currently included in the regular NCO curriculum. This will be achieved through direct delivery of training at different levels (in-person and/or online), externally sourced specialist training, update/design of training tools, activities and programmes (including where relevant e-learning), conducting analyses in key areas of direct relevance to a rights-based approach to border and migration management, and specifically:

1. Human rights
2. Migration
3. International Humanitarian Law (IHL)
4. Ethics, professional standards and LAF Code of Conduct
5. Gender awareness
6. Basic medical training including first aid

Training activities will target mostly the new intake of students starting in August 2021 (foundation level), and where relevant involve the 2nd (3rd to be) year students who participated in activities under the previous phase of *Swiss Support* (advanced level). With a view to expand the training capacities of the Institute's trainers and the topics included in the regular NCO curriculum, wherever possible trainers will be involved in training delivery and where relevant participate in specialist training on selected subjects, to be identified during the inception phase. Progressively building on needs assessed, monitoring activities and outcomes of training implemented, the proposed Action will support the integration of migration and human rights related topics in the regular NCO curriculum, in coordination with the LAF Directorate of Education. Where existing, training modules and materials developed under previous phases of *Swiss Support* will be utilized, updated and revised if necessary. Training activities will be complemented, wherever relevant, by the provision of small scale equipment. The exact training topics (broadly listed above based on preliminary needs expressed by the Institute's staff and Commander), target audience for each activity and supporting equipment will be determined based on an assessment to be conducted at the onset of the project (during the inception phase), upon which the delivery of equipment will be provided to facilitate the implementation and application of skills learnt and to enhance rights-based capacities of the LAF's NCOs Institute.

2. Outcome 2: Capacities of the LAF's Military Academy in the areas of gender integration and WPS are expanded

The topic of gender is still relatively underexplored in the Lebanese security sector, although it is enjoying significant momentum internationally and in the country. Following the adoption, in 2019, of the first Lebanon's National Action Plan (NAP) for the implementation of UNSCR 1325 and monitoring Lebanese commitment on WPS, the National Commission for Lebanese Women, formally mandated with its implementation, adopts yearly work plans, identifying activities, targets, indicators and reporting mechanisms. Work developed under *Swiss Support* has focused on raising awareness on gender equality in the context of border management and the security sector, on the WPS agenda and on the Lebanese NAP, topics widely unknown within LAF and targeted only to a limited extent by external assistance provided to LAF.

Over the past few years, LAF has progressively increased female recruitment, with numbers growing from 201 uniformed women in 2017, to 2,133 in 2018, and 4,000 in 2019. This trend was reportedly interrupted by the Government adoption in 2019 of a three-year army recruitment freeze, as part of the national austerity measures. Female enrolment has nevertheless continued since then, albeit through internal recruitment procedures. For the first time in

LAF's history, in 2020 the LAF Military Academy opened its doors to female cadets with the objective and intention of being deployed to operational duties once graduated. It should be noted that the Military Academy trains officers who will join the ranks of LAF itself but also GS and all the other security agencies in Lebanon. For the first intake in 2020, classes and physical training were gender-segregated. However, as of the 2021 intake, of 108 cadets, out of which 55 female, platoons, classrooms and physical training became gender-mixed. A mixed-gender curriculum has been adopted for use at the Military Academy. Gender integration is currently not approached in a systematic manner by LAF and thus the Military Academy has been at the forefront in creating favourable training conditions and in accommodating the needs of mixed male/female promotions. In 2021, *Swiss Support* tackled immediate gender integration needs of the Military Academy, by supporting the internal rehabilitation of female dedicated facilities through a relatively small but much needed donation of sanitary fixtures and bathroom fittings.

Swiss Support accompanied the efforts undertaken by the LAF Military Academy by jointly organising a conference on gender in the security sector and delivering gender awareness sessions to all 100+ 2nd year cadets in November 2020. LAF trainers trained under *Swiss Support* were directly involved in the design and implementation of such activities. Based on the positive outcome of the gender awareness activities, ICMPD was recently informed that the Military Academy has adopted training on gender equality in a limited form and is planning to tailor and contextualise the gender awareness material developed by ICMPD for inclusion in the curriculum for the 2022 intake (starting September 2021). Specific requests were made to ICMPD to support the Academy's plans by providing expertise in gender and WPS, with a view to expand its International Humanitarian Law training programme to include courses on WPS. Another training need that has recently arisen concerns physical training. A number of female (and indeed male) cadets have suffered injury and strain while participating in the regulation and mixed physical training programme. In turn, this has meant periods of recovery and non-participation in training along with a drop in motivation. LAF has responded to re-engineer the exercises but have a need for external expertise.

Based on the specialist gender expertise and network that LAF developed as a result of *Swiss Support*, the empowerment of and capacities acquired by the LAF Gender Focal Point, and the findings identified in the Gender Gaps and Needs Analysis conducted, LAF has recently announced its decision to set up internal gender mainstreaming mechanisms (through the establishment of e.g. a dedicated gender unit, of gender focal points networks and/or other ad hoc mechanisms to be determined). *EU IBM Lebanon – phase 3* is currently

supporting LAF's (and other agencies') efforts to institutionalise a gender perspective at all levels. Such efforts present a significant awareness raising and training dimension, which should ideally be integrated into the LAF's training establishments, Military Academy *in primis*. Support provided under the proposed Action would thus not only directly build on results achieved under previous phases but also contribute to strengthening these parallel, institution-wide developments occurring at the initiative of LAF.

At the same time, by focusing on mainstreaming gender into one of LAF's main training establishments and mobilising the gender trainers' network *Swiss Support* has established, it would represent a positive example of synergies among projects, ensuring sustainability beyond the duration of a single Action, contributing to a wider behavioural change amongst partners and highlighting the profile of LAF. The integration of human and knowledge resources now owned by the agencies will also promote the value of **Capacity Partnership** where national actors' existing capabilities are recognised and they assume a much greater role in addressing development needs themselves; not as a passive 'beneficiary' but an active driver of change.

The Action will focus on supporting ongoing efforts of the Military Academy to mainstream gender in its training programmes, activities and structure, and to progress toward gender integration, tackling the specific needs mentioned above. This will include delivering training and providing expertise in two main areas, namely:

1. Women, Peace and Security
2. Gender integration in physical training

Training activities and specialist expertise provided will be complemented, wherever relevant, with the provision of small-scale equipment. The exact list of equipment to be provided will be determined based on the results of an *ad hoc* scoping process conducted during the second phase of *Swiss Support* and an assessment to be conducted at the onset of the project (during the inception phase), upon which the delivery of equipment will be provided to facilitate the implementation and application of skills learnt and to support gender integration at the LAF's Military Academy.

3. Outcome 3: GS' capacities to apply a participatory approach to border and migration governance and to act as enabler for social cohesion at community level are strengthened

Extensive training on migration (foundation level, specialist training, ToT) has been provided to GS staff under the first two phases of *Swiss Support*. ICMPD-designed training modules on migration have been handed over to GS and a

pool of GS trainers have been trained to deliver them and systematically involved in migration-related activities.

No internal training devoted to the topic of migration and international migration law has been developed so far by the GS Training Department or is systematically integrated in GS regular training programmes. Moreover, due to the COVID-19 pandemic and the austerity measures decided by the Lebanese government in 2019, most of GS internal training has been discontinued, with GS heavily relying on training being conducted through external assistance.

The CIMIC Unit aims to support GS in strengthening its reputation as an effective service-delivery organization that is valued and trusted by the public. The foundation of the CIMIC Unit work focuses on strengthening cooperation and building partnerships with community members (including migrant communities), civil society and public authorities, prompting greater dialogue and interaction, thereby reducing threats to stability. Staffing and capacity development of the GS CIMIC Unit are currently being finalised.

The Action will focus on building the capacities of the GS CIMIC Unit, in complementarity with other international capacity development initiatives, to effectively engage with border and/or migrant communities, by providing training in the area of migration and other related topics, and by implementing jointly (ICMPD - GS CIMIC Unit) a pilot stabilization project to practically apply skills and knowledge acquired.

GS has repeatedly reiterated its commitment to develop as an agent of social cohesion. However, it is acknowledged that the novelty of such a role, the inherent complexity of prevailing dynamics between the various stakeholders, as well as the impact of the wider socio-political context, presents unique challenges. Because of this, the Action will closely and continuously monitor the situation to assess feasibility and enact mitigating measures as necessary.

2.2 Summary of activities

The Action will achieve the specific objectives defined above by anchoring its activities to the outputs outlined above. This will be done through the implementation of the programme below, which will encompass the following specific activities, grouped by objectives, indicatively including:

1. Activity set 1: Rights-based approach to border and migration management – LAF NCOs Institute

1.1 1x Training on human rights (foundation level), including professional standards and LAF Code of Conduct, delivered to the new students recruited at the NCOs Institute and due to start the programme in August 2021. This activity will be based on the training modules developed under *Swiss Support*, adapted where necessary. Full and proactive involvement of trainers at the NCOs Institute in both the preparation and delivery of training will be sought wherever possible, and opportunities for handover of training content to the trainers will be pursued.

1.2 1x Training on migration (foundation level) delivered to the NCOs students. This activity will be based on the training modules developed under *Swiss Support*, adapted where necessary, and focus on the treatment and protection of migrants in vulnerable situations. Full and proactive involvement of trainers at the NCOs Institute in both the preparation and delivery of training will be sought wherever possible, and opportunities for handover of training content to the trainers will be pursued.

1.3 1x International Humanitarian Law (foundation level), including where relevant ethics, professional standards and LAF Code of Conduct delivered to the NCOs students. Full and proactive involvement of trainers at the NCOs Institute in both the preparation and delivery of training will be sought wherever possible, and opportunities for handover of training content to the trainers will be pursued.

1.4 1x Gender awareness, delivered to the new students recruited at the NCOs Institute and due to start the programme in August 2021. This activity will be based on the module developed under *Swiss Support*, adapted where necessary. Full and proactive involvement of trainers at the NCOs Institute in both the preparation and delivery of training will be sought wherever possible, and opportunities for handover of training content to the trainers will be pursued.

1.5 1x Basic medical training including first aid delivered to both students and staff of the NCOs Institute. Partnerships with Lebanese stakeholders involved in IBM (e.g. Lebanese Red Cross) will be sought for the implementation of this activity.

1.6 1x Provision of small scale equipment to the NCOs Institute to support progress in areas relevant to this activity set. For this activity, collaboration with the LAF Directorate for Engineering, which has significant capability in major building works, could be sought. In a recommended successful *modus operandi* previously applied in earlier technical assistance implemented by ICMPD and in *Swiss Support* (with the provision of sanitary fixtures to the Military Academy), Actions funded the purchase of necessary materials and LAF completed the works. This has the added benefit of increased ownership over the project, better coordination with contractors/suppliers and cost optimization.

2. Activity set 2: Gender integration and WPS – LAF Military Academy

2.1 1x Design of a training module on WPS in line with the requirements of the Military Academy, for integration in the officers' training curriculum, based on the gender awareness module developed under *Swiss Support* and the Associate Diploma in WPS designed by *Swiss Support* and delivered jointly by the LAU and the Arab Institute for Women.

2.2 1x Analysis and revision of the Military Academy's entry physical performance tests, in line with a standards-based approach defining gender neutral standards of physical performance based upon actual demands of all combat-arms specialties accessible to female cadets.

2.3 1x Analysis and revision of the Military Academy's physical training programme in line with international best practices to ensure the adoption a state-of-the-art progressive physical training programme for both male and female cadets, contributing to the implementation of gender integration at the Military Academy and LAF as a whole.

2.4 1x Provision of small scale equipment to the Military Academy to support progress in gender integration or other areas relevant to this activity set. For this activity, collaboration with the LAF Directorate for Engineering, which has significant capability in major building works, could be sought. In a recommended successful *modus operandi* previously applied in earlier technical assistance implemented by ICMPD and in *Swiss Support* (with the provision of sanitary fixtures to the Military Academy), Actions funded the purchase of necessary materials and LAF completed the works. This has the added benefit of increased ownership over the project, better coordination with contractors/suppliers and cost optimization.

3. Activity set 3: Participatory approach to border and migration governance

3.1 1x Specialist course on migration and related subjects for staff from the GS CIMIC Unit and other GS departments regularly engaging with border and/or migrant communities

3.2 1x Identification, formulation, implementation and evaluation of a pilot stabilization project targeting border or local communities with high numbers of displaced Syrians/other migrant populations. The pilot project will be managed jointly by ICMPD and the GS CIMIC Unit, through the establishment of a task force within GS, in charge of the project. The task force should include CIMIC officers from GS headquarters and regional/local GS representatives operating at the identified location. The following non exhaustive list of criteria will be taken into account for the identification of a strategic location for the implementation of the pilot project: security challenges must exist but not be insurmountable; the location is strategically important for GS; the community should be diverse and inclusive of vulnerable groups (e.g. women, children, migrants, vulnerable host and refugee communities, etc.). Following identification of the location(s), a project work plan will be drafted (including

monitoring and evaluation mechanisms) and initial contact will be established with the target community/ies and a representative group will be formed. Issues that act as drivers of conflict will be identified, together with potential solutions, in a participatory manner. High-impact activities contributing to social cohesion will be retained, implemented and evaluated, with lessons learnt feeding into the overall work of the GS CIMIC Unit.

(Please see **Annex 2 Logical Framework**, which has been attached to this document; it outlines the detailed steps of all activities on the basis of the objectives and outputs specified above).

2.3 Expected results of the Action (theory of envisaged change)

The Action will focus on delivering the outputs detailed above (see 2.1), with the aim of fostering human rights-based border and migration management and social cohesion. At policy level, the Action aims to provide support to Lebanese security agencies towards integrating human rights standards and applying gender mainstreaming in the framework of their respective mandates and involvement in border and migration management.

At technical level, the Action will result in enhanced knowledge, soft skills, in-house training capacity, in the field of human rights, migration, gender, international humanitarian law.

The expected results can be summarised as follows:

1. Rights-based approach to border and migration management – LAF NCOs Institute

- I. Stronger general knowledge within the NCOs Institute and among future NCOs of human rights and migration issues with direct relevance to their tasks.
- II. Stronger knowledge of basic principles relating to international humanitarian law, ethics, professional standards and LAF Code of Conduct.
- III. Improved in-house training capacity within the NCOs Institute and ownership of the training modules developed under the Action.
- IV. Increased and more widespread gender awareness among future NCOs and within LAF.
- V. Increased capacities among the Institute's staff and the NCOs to provide appropriate first-aid and basic medical treatment.
- VI. Greater integration of training modules/material in the training programmes of beneficiary agencies and enhanced sustainability of learning.

- VII. Greater availability of small scale equipment supporting (training) activities at the NCOs Institute.

2. Gender integration and WPS – LAF Military Academy

- I. Increased awareness among future LAF (and to a lesser extent other agencies') officers of gender equality, commitment to WPS and of the importance of mainstreaming gender in internal policies and procedures.
- II. Increased and more widespread gender awareness among future LAF officers and within LAF (and to a lesser extent within other agencies').
- III. Stronger capacities of the LAF Military Academy to cater for standards-based mixed physical training programmes for the cadets.
- IV. Strengthened in-house training capacity within beneficiary agencies and ownership of the training modules developed under *Swiss Support*.
- V. Greater availability of small scale equipment supporting gender integration at the Military Academy.

3. Participatory approach to border and migration governance and to act as enabler for social cohesion at community level are strengthened

- I. Stronger knowledge of migration frameworks and issues by GS staff regularly engaging with border and/or migrant communities.
- II. Successful and timely joint (ICMPD-GS) implementation of a pilot stabilization project focusing on practically applying skills and knowledge acquired.
- III. Enhanced capacities of the GS CIMIC Unit in the area of border and migration management, social cohesion and project management.
- IV. Positive visibility for and perceptions of GS among selected local communities.
- V. Increased capacities of GS to apply a participatory approach to border and migration governance and to act as enabler for social cohesion at community level.

2.4 Duration and indicative time-plan of the Action

The duration of the Action is 18 months. The precise time plan of activities will be determined during the inception phase. Following is an indicative time plan for the Action, on the basis of the above-outlined deliverables, and with reference to Annex 2 Logical Framework:

Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Implementing body
Inception mission to Lebanon																			ICMPD & experts
Drafting inception report																			ICMPD & experts
Fine tuning project (possibly)																			ICMPD & experts
Drafting work-plan																			ICMPD
Recruitment of project team																			ICMPD
Establishing of project office																			ICMPD
Project information note																			ICMPD
Preparing kick-off conference																			ICMPD
Holding kick-off conference																			ICMPD
Establishment of PSG ¹⁰																			ICMPD
PSG meetings																			All partners
Activities																			
Activity set 1: Rights-based approach to border and migration management – LAF NCOs Institute																			
1.1 1x Training on migration (foundation level)																			Short term experts, Project Team
1.2 1x Training on migration (foundation level)																			Short term experts, Project Team
1.2 1x International Humanitarian Law (foundation level)																			Short term experts, Project Team
1.4 1x Gender awareness																			Short term experts, Project Team
1.5 1x Basic medical training including first aid																			Short term experts, Project Team
1.6 1x Provision of small scale equipment																			Short term experts, Project Team
Activity set 2: Gender integration and WPS – LAF Military Academy																			
2.1 1x Design of a training module on WPS																			Short term experts, Project Team
2.2 1x Analysis and revision of the Military Academy's entry physical performance tests																			Short term experts, Project Team
2.3 1x Analysis and revision of the Military Academy's physical training programme																			Short term experts, Project Team

¹⁰ Project Steering Group

2.4 1x Provision of small scale equipment																				Short experts, Team	term Project
Activity set 3: Participatory approach to border and migration governance																					
3.1 1x Specialist course on migration and related subjects, for GS CIMIC Unit and other GS departments regularly engaging with border and/or migrant communities																				Short experts, Team	term Project
3.2 1x Identification, formulation, implementation and evaluation of a pilot stabilization project																				GS, Project Team, selected local communities	

3. RISK AND ASSUMPTIONS

Risk	Likelihood	Impact	Contingency Measure
Political volatility deprioritises commitment to the implementation of the project	M	H	Continuous engagement with the stakeholders at regional and national levels, and focus intervention on the technical level, where counterparts are less subject to political changes. The use of LAF as a politically neutral and trusted partner throughout the region further mitigates likelihood.
The security situation degrades to the point that implementation is affected	M	H	Regular risk assessments and management using resident and HQ-based security experts in tandem with beneficiary input. Activities may be postponed, relocated or moved to a different medium (such as online). In the case of complete deterioration rendering onsite and in-country implementation impossible, management may be relocated to a suitable alternative site such as the Regional Coordination Office, Malta.
International public-health situation degrades significantly due to Covid-19 spread, and restrictions of movement are put in place	M	M	Locally-based suppliers and providers will be used where practical to minimise movement. Virtual learning using the existing facilities and knowledge within agencies will be utilised more

			prominently. If absolutely necessary activities will be delayed as necessary.
Low level of commitment of partner institutions and organisations to participation	M	M	Adoption of a fully participatory approach to proactively increase awareness and engagement. Alignment to and incorporation of existing and developing national/regional cooperation agreements and mechanisms.
Economic instability and currency fluctuations	M	M	Bank transfers from ICMPD HQ in Vienna will be prioritised with local use of cash minimised. Where it does not undermine or conflict with best practices and/or regulatory frameworks scheduling and modalities for contracting and payments will be flexibly reviewed.
Resistance by local communities to accept GS as a facilitator of social cohesion.	M	H	GS interactions will be guided by a tailored approach resulting from guidance and training specific to this field as well as lessons learned from related 'CIMIC' style actions. ICMPD will also remain involved in this process to closely monitor, facilitate and act as mediator if necessary. In cases of persistent localised failures to engage, alternative stabilisation opportunities will be explored. If a complete failure to engage, a reallocation of resources to other components may be conducted.

4. PROJECT MANAGEMENT AND IMPLEMENTATION

Throughout implementation, ICMPD will employ close coordination mechanisms with SEM and other relevant international stakeholders, including relevant international organisations, international NGOs, and other Lebanese entities as required, and that are already in place as a result of previous and on-going ICMPD activity.

These mechanisms would include:

1. Regular Project Steering Group (PSG) meetings, involving ICMPD, SEM, the Embassy of Switzerland in Lebanon and the focal points from the

various identified entities within Lebanese agencies of direct relevance to the Action. The PSG will meet every 6 months.

2. Regular coordination meetings and discussions between ICMPD (Beirut) and the focal point at the Embassy of Switzerland to Lebanon on key issues such as input on expert selection, requirement for visibility or event support, project management and progress more broadly.
3. *Ad hoc* meetings amongst like-minded partners in Lebanon, including UN Women, OHCHR, UNHCR, IOM, and other entities, with the aim of streamlining the activities of the Action with other existing efforts (and to create synergies where needed with like-minded partners outside the project).
4. Establishment of a permanent committee of focal points representing all project beneficiaries (direct and secondary), to promote ownership and pursue a whole-of-government approach.
5. Establishment of a GS Task Force at GS CIMIC Unit to coordinate the stabilisation component of the Action.
6. Regular interaction with the LAF BCC, NCOs Institute and Military Academy.

Strategic oversight and regional programmatic support will be provided by the ICMPD Regional Coordination Office for the Mediterranean, while ICMPD's Border Management and Security Programme will provide strategic guidance and quality control of technical content.

On-the-ground implementation will be undertaken by the ICMPD Lebanon office, with the following team structure envisaged under the coordination of the **National Portfolio Manager/Head of Office**:

National Project Manager (PjM): responsible for the day-to-day management and technical overview of the project, to ensure smooth implementation in Lebanon.

National Associate Project Officer (APO): directly supports the Project Manager in all aspects of project implementation, including translation of project-related documents and interpretation during project-related activities

Short Term Experts: to deliver targeted technical assistance.

The project human resources structure and division of roles and responsibilities are as follows:

Position	Main tasks:
Action Implementation (ICMPD Vienna Headquarters/Malta Regional Coordination Office for the Mediterranean)	
Regional Coordinator, Regional Coordination Office for the Mediterranean	Provides institutional steering and overall coordination of the ICMPD action in the region. Ensures active participation of high-level stakeholders in activities. Ensures high-level communication on the results achieved and engagement of high-level interlocutors in relation to the action, and identifies synergies at the strategic level. Participates in relevant activities of the project. Reports to the Director for Migration Dialogues and Cooperation. Oversees and guides the operational management of the Programme.
Head of Programme (Border Management and Security)	Oversees the identification, formulation and implementation of project technical assistance activities, including capacity-development activities related to border and migration management, ensuring consistency with objectives and work plan. Presents the project at the policy and strategic level events and liaises with senior officials of beneficiary countries. Participates in relevant activities of the project. Approves content of draft documents and final project outputs of the capacity development components. Reports to the Director for Migration Dialogues and Cooperation. Oversees and guides the technical expertise of the Programme.
Senior BMS Advisor:	Lead the identification, formulation and implementation of project technical assistance activities, including capacity-development activities related to border management and quality control of the technical content provided by experts. Liaise with technical counterparts, and support the contact with senior officials. Participate in relevant activities of the project. Ensure technical content quality of outputs, including

	reports. The BMS Senior Advisor is consulted on selection of experts, and will supervise and guide the work of experts.
Backstopping	Ensuring appropriate internal monitoring and control, as well as compliance with donor requirements. Certifying all project expenditures, verifying all supporting documents, overseeing expert recruitment, procurement, travel and allocation of human resources. Verifying financial reports from Lebanon office. Overseeing implementation of the project budget, preparing budget expenditure reports and other financial reports.
Technical and Implementation Team (ICMPD Office – Beirut)	
National Portfolio Manager/ Head of Office	Closely oversees and monitors the project coordination and management for the national and institutional perspective, including responsibility for the project. Ensures the complementarity of work with other national activities, and efficiency in implementation across the board. Monitors budget execution and forecast and ensures systems are in place to address shortcomings and facilitates interaction among programmatic and financial elements. Provides input on content and ensures quality control of visible dimensions and outputs of the project. Also provides high-level representation and support as needed.
National Project Manager (PjM)	Responsible for the day-to-day management and technical supervisory role of the activities of the project. Understands and commands key principles and practices of human rights, migration, refugee law and integrated border management. Plans, organises and implements project activities and administers project inputs. Contributes to project reports and prepares inputs to donor and other

	substantive reports. Mobilises experts, goods and services, capacity building and grants schemes for activities, including preparation of Terms of References. Monitors and maintains financial expenditures on activities level. Reports to Project Manager (IBM Lebanon), and ensures proper information of project progress and activities. Acts as the focal point for the project; communicates with beneficiary and donor throughout implementation. Participates in conferences/meetings/seminars relevant for the respective areas of work.
National Associate Project Officer (APO)	Supports the implementation of project activities. Contributes to organisation of project activities and administration of project inputs according to the approved project documentation, work plans and budgets, and in line with ICMPD's rules and business processes. Supports coordination of activities with partners, beneficiaries and other stakeholders as well as the organisation and monitoring of the work progress of project consultants and contractors. Collects inputs and follows up on deliverables. Contributes to the formulation of substantive project outputs and content and to the implementation of project communications activities. Prepares inputs to drafts of new initiatives and donor and other substantive reports.
Short Term Experts (STEs)	STEs will comprise a pool of internal and external experts who are competent in various sub-thematic field of the Action (human rights, migration, WPS, gender integration in the military...), and who will be utilised on the basis of the requirements within each of the activity sets outlined in the project description.

5. MONITORING AND EVALUATION

ICMPD's internal Monitoring and Evaluation (M&E) standards will be used during the Action. They are based on ICMPD's framework and focus on project optimisation and organisational learning. ICMPD's approach stipulates that internal M&E will concentrate on i) project implementation and the delivery of tangible outputs with regard to: timeliness of delivery, quantity and quality of outputs as well as external intervening factors, ii) assumptions necessary to achieve the envisaged results, iii) the identification of lessons learned that can support the optimisation of project implementation. For data collection and analysis, both traditional methods (e.g. evaluation forms, surveys, interviews, etc.) as well as process monitoring of outcomes will be used.

The terms of reference for the internal evaluation, including evaluation questions, scope of the evaluation and methodology will be developed during the inception phase.

Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the ICMPD Financial Regulations, Rules and directives. A copy of the audited financial statements shall be submitted to SEM.

ICMPD will submit the following reports to the Swiss Embassy in Beirut/SEM:

- **Inception report:** The inception report shall be submitted no later than three months after the launching of the project.
- **Final report:** a final report covering the whole project duration shall be submitted no later than three months after the end of the period of implementation of the project (i.e. 3 months after month 24).

The Swiss Embassy in Beirut and SEM will continue to be included in the circulation of the monthly project progress report providing regular updates on the status of implementation.

The project set up will include structures and procedures particularly designed, in line with ISO quality management standards (which ICMPD is certified with), to ensure constant quality control and evaluation.

In line with ICMPD standards, and at the request of SEM, a final external audit of the project shall take place after the completion of the Action (no later than 3 months after the end of the 18th month of implementation).

6. VISIBILITY

In order to ensure visibility of the Action, and Swiss funding/support, in particular among target groups and final beneficiaries, the following measures are foreseen within the proposed Action:

- Public information in reference to the Swiss funding/support at the Kick-off and Final Events through press briefings and releases;
- Regular information in reference to the provision of Swiss funding and progress of support through the ICMPD website (www.icmpd.org), and other social media tools (i.e. the existing ICMPD Lebanon Twitter account at <https://twitter.com/ICMPDLebanon> and ICMPD Lebanon Facebook account <https://www.facebook.com/ICMPD-in-Lebanon-105039207916172>);
- Project reports and related publications will reference Swiss funding and support and bear the Swiss Confederation logo;
- ICMPD newsletters will periodically inform about the Action and its progress and will reference to the Swiss funding and support
- All formal activities conducted as part of the Action will in themselves be opportunities for visibility, including input from the Swiss Embassy in Lebanon and /or SEM.
- Periodic technical visibility events, such as conferences, end of training ceremonies for beneficiary agencies and equipment handover ceremonies.
- A particular emphasis of visibility actions will be on the contribution of LAF and the Action to the institutionalisation of gender perspectives within capacity development.
- While visibility will concentrate on national exposure, specific activities will also be conducted to highlight intra-regional and international relevance, mirroring LAF's increasing engagement beyond its national borders.

7. ANNEXES

- Annex 1: Budget
- Annex 2: Logical Framework of the Action